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ABSTRACT

Included in this document are 24 preconference workshop papers prepared for the 1982 annual convention of the National Association for the Education of Young Children (NAEYC), entitled "Shaping the Employer Role in Child Care." The purposes of the workshop were (1) to provide NAEYC members with a realistic picture of current employer involvement in child care, describing both various models as well as the implications of their adoption; (2) to identify the primary mechanisms for establishing linkages with other community-based organizations in an effort to stimulate corporate interest; and (3) to impart skills for working with the business community. Corresponding to the above purposes, individual papers are grouped into the following four major topic classifications: the current state-of-the-art of employer involvement in child care, employer options for supporting child care, building skills (needs assessment, marketing, taxation, fund raising, and so on), and working as a community. A list of related reading materials are appended along with a list of conference speakers. (MP)

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Preconference Workshop Papers
prepared for
1982 Annual Convention
National Association for the Education of Young Children

# Shaping the Employer Role in Child Care

November 11, 1982
Washington, D.C.

PS 013336

Preconference Planners:
Sandra Burud, Dana Friedman, Pat Ward

Dana E. Friedman
Editor

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Steelcase, Inc.

General Mills

Hoffman LaRoche

Connecticut General Life Insurance

Kinder-Care Learning Centers

For their in-kind support for the planning of this conference, we gratefully acknowledge the Center for Public Advocacy Research and Bank Street College of Education. Special gratitude is expressed to Ervin Whitaker for his typing talents applied to the preparation of this report.

We are especially honored to have had the support and cooperation of our conference speakers, all of whom gave generously of their time and expertise. Special thanks are offered to the companies and organizations which assumed financial responsibility for their representatives' travel expenses to the conference.

As a relatively new and growing field, employer supported child care has only a few successful models on which others can build. As a result, most employers and organizations having productively experimented with employer supported child care have been interviewed, quoted, surveyed and researched more times than any public relations manager could have dreamed. It is with deep admiration and respect that the preconference planners recognize the patience and sustained commitments of those pioneers and their willingness to continually share so that others may learn. This conference was intended to provide a forum in which their contributions could be recognized and applauded.

Preconference Planners

Sandra Burud

Dana E. Friedman

Pat Ward

## Statement of Purpose

The interest in employer supported child care comes about as a result of a three-way merging of self-interest. As two earner families abound and the demand for child care increases, public subsidies for child care decrease and local programs seek alternative sources of support. In addition, some employers are looking for new ways to recruit and retain a productive workforce.

What the past two years of efforts to involve corporations seem to indicate is that employers will eventually become a permanent part of the day care delivery system, but that widespread involvement is still a few years down the road. The recession is having an impact and too few companies have yet solved some of the problems which concern those less risk-taking. Furthermore, many employers remain unaware of child care problems because employees are reluctant to express parenting concerns at the workplace. To the extent they are familiar with the problem, they may be ignorant of the range of solutions. In addition, we do not have sufficient empirical evidence to substantiate the potential returns to the company of their investment care.

With enough indicators to suggest that an employer role in child care is perhaps three to five years down the road, what of the immediate survival needs of the child care community? What should they be doing during the next few years to prepare for the inevitable participation of employers? How can they shape the emergence of an employer role so that is respects issues of local determinism, parent preference and quality of care? What are the skills they need to develop in order to select the most appropriate form of child care assistance once a commitment is made?

Efforts to address these concerns have been made at more than 75 conferences on the subject, which have been designed to educate the business community about the need for child care and the range of options for meeting that need. Very few of these conferences have been for child care providers with the goals of helping them better meet the needs of parents in the workforce. At this point in the evolution of employer supported child care, conferences serve to create enduring networks, increase skill levels and reduce duplication of effort. It is an important time to share with child care providers the experiences of those who have already pioneered such efforts before more widespread adoption of child care benefits occur.

The realizations are what prompted Sandra Burud, Principal Investigator of the National Employer Supported Child Care Project, Dana Friedman, a consultant and researcher in family

and work policy, and Pat Ward, Child Care Coordinator for Steelcase, Inc. to develop a preconference workshop called "Shaping the Employer Role in Child Care" for the 1982 NAEYC Annual Convention.

o Pat Ward is one of the in-house child care coordinators of Steelcase, Inc. in Grand Rapids, Michigan who developed and now staffs the company's information and referral program for employees. Ms. Ward brings to bear two years of experience working within a company and trying to establish its commitment to quality child care and parent preference. Prior to her involvement with Steelcase, Ms. Ward was an active child care provider within the community. The richness of the experience, knowledge and neetworks represented by the preconference planners allowed for the planning of an unusual, yet practical event.

o Sandy Burud, M.A., is Director of the National Employer Supported Child Care Project, a national survey of employer child care practices involving the development of a manual for implementing various child care options. Ms. Burud was involved in the planning of the successful seminar on employer supported child care presented at the 1980 NAEYC Conference. She has done extensive travel to employer supported child care programs, interviewed numerous employers and now houses the most comprehensive data bank of programs from around the country.

o Dana Friedman, Ed.D., was the coordinator of a national conference on New Management Initiatives for Working Parents held in Boston, April, 1981 and a co-author of the conference proceedings. She recently completed a study of corporate supports to working parents for the Carnegie Corporation of New York and served as a consultant to the Center for Public Adovcacy Research in a study of state and local government strategies for involving corporations in child care. Dr. Friedman is the author of Community Solutions for Child Care (1979), On the Fringe of Benefits: Day Care and the Corporation (1980) and recently completed doctoral dissertation entitled, Management by Parent Objectives: A Case Study Establishing the Feasibility of Employer Sponsored Child Care and Other Family Supports.

The experience that preconference planners brought to bear was greatly enhanced by the calibre of conference speakers. Their collective wisdom, as presented at the preconference session is shared in this report. Speakers were responsible for presenting a realistic picture of current employer involvement, both the various models as well as the implications of their adoption, identifying the primary mechanisms for establishing linkages with other community-based organizations in an effort to stimulate corporate interest, and finally, for imparting skills for working with the business

community. It is the hope of preconference planners that participants and readers will come to appreciate the complexity of an emerging employer role and the skills needed to shape its role also that it remains sensitive to parent needs and the existing child care community.

# Shaping the Employer Role in Child Care

*The purposes of this preconference workshop are to provide NAEYC members with a realistic picture of current employer involvement in child care, both the various models as well as the implications of their adoption, to identify the primary mechanisms for establishing linkages with other community-based organizations in an effort to stimulate corporate interest, and finally, to impart skills for working with the business community.*

*It is our goal to have participants leave with an appreciation of the complexity of an emerging employer role and with the skills needed to shape its role so that it remains sensitive to parent needs and the existing child care community.*

## Agenda

**9:00 am - 10:00 am**

**WELCOME AND OVERVIEW**

**Dana E. Friedman, Consultant, Family and Work Policies, New York, NY**
**Sandra Burud, Principal Investigator, National Employer Supported Child Care Project, Pasadena, CA**
**Pat Ward, Child Care Coordinator, Steelcase, Inc., Grand Rapids, MI**

**Conferees will be welcomed by the three preconference planners. They will capture the state of the art for employer supported child care and described how the major issues in its evolvement shape the presentations and activities of the day.**

**10:00 am - 11:00 am**

**SOURCES OF CORPORATE SUPPORT**

**Bruce Esterline, Director, Corporate Child Development Fund for Texas, Austin, TX**
**Verna Brookins, Manager, Community Relations, Polaroid Corporation, Cambridge, MA**
**Linda MacFarland, Benefits Specialist, Hewitt Associates, New York, NY**

**Child care groups can access corporate dollars in three basic ways: raise corporate contributions, amend or develop new fringe benefits or establish in-house or contracted services. These distinctions are important for understanding the potential for employer involvement and the strategies that can shape its evolvement.**

11:15 am - 12:30 pm

WORKSHOPS: THE RANGE OF PROGRAM OPTIONS FOR EMPLOYER SUPPORT

1. Center-Based Care

Kathryn Senn Perry, Consultant, K.S. Perry & Associates, Milwaukee, WI (Panel Moderator)

a. On-site centers - Suzanne Colley, Director, Nyloncraft Learning Center, Mishawaka, IN

b. Consortia - Vernon Plaskett, President, Child Development Inc., San Jose, CA

c. Hospital-based centers - Mark Podolner, Director, Lakeview Child Care Center, Illinois Masonic Medical Center, Chicago, IL

d. Proprietary centers - Ann Muscari, Director, Public Relations, Kinder-Care Learning Centers, Montgomery, AL

This panel will review the various ways for employers to contribute to the establishment and operations of day care centers. You will hear about successful program models and their genesis, funding, administration and effectiveness.

2. Family Day Care

Anne Mitchell, Coordinator, Masters Program in Day Care Administration, Bank Street College of Education, New York, NY

This workshop will examine the benefits of family day care for the working parent and the service delivery models that appear attractive to employers.

3. Before and After School Care

Ellen Gannett - Program Associate, School Age Day Care Project, Wellesley, MA

The demand for child care for the school age child and the dearth of program for them provide unique opportunities for brokering employers, public schools and other community agencies for creation of before and after school programs. Models of such efforts will be discussed.

4. Information and Referral

Pat Ward, Child Care Coordinator, Steelcase, Inc., Grand Rapids, MI
Ethel McConaghy, Director, Child Care Resource Center, Cambridge, MA

Employers can help working parents find the day care they need through a variety of in-house mechanisms and contracted services. Speakers will review various models of employer supported I & R as well as the uses of I & R for gathering data about employee needs.

5. Vendor/Voucher Programs

Phoebe Carpenter, Director, 4C of Central Florida, Orlando, FL
Terry Gilius, Director, Austin's Families, Inc., Austin, TX

There are in-house mechanisms and tax incentives for employers to help subsidize the cost of their employees' child care. There are also ways for community groups to administer employer programs that help employees purchase child care services. This workshop will explore the financial and administrative needs of a community-based voucher program serving a number of employers. Issues of taxability will be reviewed.

6. Counseling/Parent Education Seminars

Marie Oser, Director, Texas Institute for Families, Houston, TX
Tom Copeland, Co-Director, Parents in the Workplace, Resources for Child Caring, Inc., St. Paul, MN

Speakers will examine the marketing, programming and evaluating of parent education seminars and explain the ways in which these seminars can yield important information about the nature of family and work conflict experienced by working parents.

12:30 pm - 1:45 pm

LUNCH
(Participants are responsible for making their own luncheon plans.)

2:00 pm - 2:45 pm

KEYNOTE SPEECH

"CORPORATE DECISION-MAKING FOR CHILD CARE: THE RATIONALE FOR INVOLVEMENT AND THE STEPS TOWARD IMPLEMENTATION"

Peter Aborn, Vice President, Institute for Scientific Information, (ISI), Philadelphia, PA

Mr. Aborn was the moving force behind the establishment of a model child development program for the employees of ISI and nearby employers. He will address the reasons why his company chose to support child care and why they did so with the center-based model. He will also present the realities and complexities of implementing a child care program and the implications for that process on the continued growth of the employer supported child care.

Diane Keel, Director, Roche Child Care, Hoffman LaRoche, Nutley, NJ (Introduction of Mr. Aborn)

3:00 p, - 4:30 pm

WORKSHOPS: SKILL BUILDING

1. Conducting Needs Assessments

Pam Ashbacher, National Employer Supported Child Care Project, Pasadena, CA
Connie Bell, Co-Director, Parents in the Workplace, Greater Minneapolis Day Care Association, MN

Speakers will address survey instruments and their features, methods of distribution and analysis. They will also describe other ways of collecting data about employees' needs and the format for presentation to employers.

2. Raising Corporate Contributions

Bruce Esterline, Director, Corporate Child Development Fund for Texas, Austin, TX

The strategies for corporate fundraising will be described as will the essential ingredients of proposals submitted to corporate giving programs.

3. Interpreting Legal and Tax Provisions

Kathleen Murray, Attorney, Bay Area Child Care and Law Project, San Francisco, CA

This workshop will examine the various tax benefits for stimulating employer support for child care. Also covered will be legal considerations affecting employer involvement such as liability and contractual agreements with outside agencies.

4. Cost-Benefit Analyses

Sandra Burud, Principal Investigator, National Employer Supported Child Care Project, Pasadena, CA

How can one estimate the potential costs of various child care options as compared to the eventual savings to the company as the result of reduced absenteeism and turnover? Based on benefit data gleaned from a national research project, this workshop will help participants identify the methods for making such estimates and pointing out their limitations.

5. Marketing

Fran Sussner Rodgers, Partner, Rodgers and Rodgers, Brookline, MA
Karen Woodford and Nadine Mathis, Partners, Contemporary Ventures, Inc., Phoenix, AZ

(Description on following page)

This workshop will help organizations and individuals develop an appropriate image and package their services to market them to employers. Speakers will describe a range of outreach efforts and the kinds of employer networks to target. They will also address elements of competition and confidentiality among colleagues in child care.

6. Researching Employer Interest in Child Care

Kathryn Senn Perry, Consultant, K.S. Perry & Associates, Milwaukee, WI
Ronald Soloway, Director, Center for Public Advocacy Research, New York, NY

Based on existing research and strategies for future research, topics of discussion will include research methodologies for identifying models of employer support, employer attitudes toward involvement in child care, benefits to sponsoring employers, needs assessments and barriers to employer involvement.

7. Conferences

Dana E. Friedman, Consultant, Family and Work Policies, New York, NY

What are the elements of a successful conference designed to educate employers about the need for child care and the various ways of meeting that need? This workshop will offer hints to effective conference planning, including sponsorship, speakers, development of invitation lists, agenda topics, materials, media coverage and follow up.

4:45 pm - 5:30 pm

WORKING AS A COMMUNITY: IDEAS FOR FOLLOW UP

Gwen Morgan, Lecturer, Wheelock College, Boston, MA (Moderator)
Florence Glasser, Policy Advisor the Governor, Raleigh, NC
Margaret Regan, Sr. Vice President, NY Chamber of Commerce, New York, NY
Robert Gebbia, Director of Planning, Allocation and Evaluation, United Way of Westchester, NY

Perhaps the greatest secret to the success of various efforts to stimulate corporate involvement is the ability to work creatively with other organizations and institutions in the community. This panel will describe the unique and productive roles that can be played by government agencies, United Ways and Chambers of Commerce in efforts to meet the child care needs of working parents.

5:30 pm - 6:00 pm

CLOSING REMARKS

Dana E. Friedman, Preconference Planner

# I The Current State of the Art

## A. The Nature of the Employer Response to Child Care*

by Dana E. Friedman, Consultant
Family and Work Policy

In 1973, employer supported child care was called a "miniature curiosity." Within the past two years, the concept of day care as an employee benefit has been explored at more than 75 national, state and local conferences and been raised in articles in numerous business-related periodicals. On page one of The Wall Street Journal (11/24/81), the U.S. Chamber of Commerce predicted child care would be one of the "fastest growing benefits" as the result of provisions in the Economic Recovery Tax Act.

Indeed, there has been significant growth in the number of employers responding to the needs of their working parent employees. Where approximately 25 companies and 100 hospitals provided child care in the early 1970s, the National Employer Supported Child Care Project funded by ACYF estimates that today, there are nearly 500 employers (half of whom are hospitals) providing some form of child care support. In the early 1970s, most companies thought of an on-site day care center as the only way to meet child care needs. However, interest today is characterized by the alternatives to on-site day care. A one-site solution may serve only a limited number of employees because parents may want care closer to home or prefer family day care or after school care. Furthermore, the supply of community-based services may be adequate and parents may be faced with an inability to find or select the care they need. Companies might then provide information and referral services, either within personnnel, coordinated with an employee assistance counseling program or contracted out to a community-based information and referral service. Parents may also feel the financial strain of purchasing available child care. Their employers could respond with some form of child care subsidy, providing vouchers through a Dependent Care Assistant Program or salary reduction plan. Finally, parents may need more conveniently arranged time to attend to their family responsibilities which may be accomplished through provision of flextime, permanent part-time work or job sharing.

The solution that an employer selects will be based on a unique blend of management agendas, parent needs and community resources. As a result, among the efforts currently underway, no two initiatives were started for the same reason or are

*Portions of this article appeared in Human Development News, October, 1982.

administered in the same way. Consider first, management agendas, i.e. the rationale for corporate involvement. The most significant pattern among those employers providing some form of child care assistance is a demand for labor. Our high growth industries, or what Alvin Toffler calls Third Wave industries which include high technology firms and those in the service sector, are looking for unique benefits to attract labor in short supply. Therefore, recruitment is the management agenda most frequently used to justify child care support. Other firms are concerned about retaining the labor force they worked hard to recruit. The potential for reducing turnover, absenteeism and tardiness is also attractive to some employers. For small employers or for those in manufacturing firms concerned about laying off workers, there is another more subtle argument to be made in justifying child care support. Child care might be viewed as an economic development activity and coordinated with job training programs.

If child care is to meet management's needs, it can do so only if it meets parents needs as well. A company anxious to improve employee morale by serving a free lunch of chicken and ribs will not accomplish its goals if employees are all vegetarian. Likewise, if a company provides an on-site center when family day care is preferred, the program will not be as effective in meeting management's needs because it ignored parents' needs.

The availability of community resources is critical in determining how corporations will respond. The reasons why most hospitals establish on-site centers is because nurses work during evenings and weekends when the regular child care market does not provide services.

Because certain industries are concentrated in various parts of the country, geographic location becomes an indicator of corporate receptivity to child care.

In a recent study of corporate activity in four communities for the Carnegie Corporation of New York (report available in October, 1982) there were numerous explanations for each city's response to the needs of working parents. For instance, there are more companies and organizations preoccupied with employer supported child care in Boston than anywhere else in the country. Boston has a concentration of high tech firms and hospitals, both experiencing a demand for labor. Boston is also an old city with ethnically rich neighborhoods and a concern for the quality of life. Perhaps most significant for explaining Boston's level of activity is its 47 colleges and universities whose liberally educated graduates stay in Boston to run government agencies, voluntary organizations and corporate management. Houston, on the other hand, has a concentration of industries that would suggest greater receptivity than exists. Part of the reason for low

levels of activity is reflected in the fact that Houston is referred to as a city of strangers. As one of the fastest growing cities in the country, Houston has a transient population which does not support the growth of caring networks as exists in Boston. The new entrepreneurial spirit in Houston flourishes amidst a frontier mentality of long standing. They beleive in "pulling oneself up by the bootstraps" and "making it on your own." attitudes which would not seem to foster corporate support to working parents.

In Silicon Valley, the home of the semiconductor south of San Francisco, there are a variety of efforts underway to provide child care with corporate support. Not only do those companies have a demand for labor, but the presidents of those firms are generally young entrepreneurs, whose spouses work and who may also have preschoolers. The issue of child care touches them personally. They also run their companies in a more humanitarian way and attending to family needs is a natural extension of the way they do business.

As the fourth largest city in the Carnegie study, Minneapolis also supports a variety of companies providing some support to working parents. There is a strong Lutheran and Scandinavian influence in the Twin Cities and a deep concern for the quality of life in their community. There is also a long history of corporate giving and the child care initiatives in Minneapolis tend to emanate from the corporate foundation or community affairs division rather than from personnel or human resources. While magnanimous in their corporate giving for the benefit of the entire community, Minneapolis companies seem reticent to change their internal work policies to accomodate working parent needs.

It seems wise to conclude that each community, with its own spirit and heritage will address child care concerns in a variety of ways for a number of different reasons. The interaction among work, family and community is what shapes the need for solutions to child care. Recognizing that not all communities or corporations can or will provide child care assistance to their employees, it is important to support the continued strengthening of community-based child care programs, on which most parents rely. If we are to encourage corporate-community partnerships, the services into which we ask corporations to buy must satisfy the company's and parents' needs for stability, dependability and quality.

It appears that corporate child care is currently in an education phase: corporations need to understand more about the nature of family and work conflict and the solutions to it, and service providers need to learn more about marketing their services to business. It is the time to learn from the efforts already underway and design research to more adequately assess their effectiveness. It is also wise to proceed with caution

and allow the child care community to shape the emergence of an employer role in child care service delivery so that it preserves the strengths of the current system, respects parents' choice and quality and ultimately serves those in greatest need.

## B. Report of the National Employer Supported Child Care Project

by Sandra L. Burud, Principal Investigator
National Employer Supported Child Care Project

There is a lot more employer supported child care going on than many of us thought.

The project I've been directing this year, the National Employer Supported Child Care Project, has conducted a national study of employers who are providing child care service of any kind.

It took us almost six months and a lot of aspirin to find all of the employers with services, but it was well worth it. We called many of you, and I want to thank you for your help. We talked with licensing agencies and just about anybody else that we could think of. Many of the services are very tricky to track down.

We talked with some employers who just want to quietly give their small child care reimbursement, and not make a big deal of it.

We talked with a lot of employers who are crazy about child care service. And I'm sorry to say we talked with some who didn't know they had a service until we told them.

We found a total of 415 employers who have childcare services of one kind or another, including centers, family day care homes, voucher payment systems, information and referral services, parent education programs and support of community child care programs.

We categorized the supporting employers into four categories: business and industry, health care organizations, government agencies, and unions, using four of Kathryn Senn Perry's employer groups. We found a total of 197 employers in the business/industry category with child care, 195 health care organizations, 17 government agencies, and 6 unions.

Services in government agencies and unions are for the most part centers. But those in the business/industry and health care organization categories tend toward much greater variation. Within the Business/Industry category,

43 of the businesses support centers
20 support Information and Referral services
10 support voucher programs
78 support community childcare programs
10 have services which fall into the 'Other' category
we included 23 employers with parenting seminars in this group.

There are actually a lot more parenting seminars. We selected this group to include for comparison purposes.

Within the Health care organization category,

151 of the organizations support centers
17 support Information and Referral services
7 support voucher payments programs
7 support family day care programs
11 support community child care programs
2 have services which fall into the 'Other' category.

Many of these companies have more than one kind of service. I've just given you their primary service function.

Since our study was conducted, a few new programs have opened, like the center at the Institute for Scientific Information in Philadelphia, where Peter Aborn is. We also discovered a few programs that we missed. Those programs are not reflected in the numbers I just gave you. So, although the 415 employers that participated in our study are fairly close to the full population of employers who support child care in the United States, we do not claim that number to be exhaustive.

About 50 of the study participants agreed to be published in a list. You may get that list from our project. It contains the names and description of the child care program, the names of the supporting company and the support arrangements between the two.

The reason we located these programs was to gather information for a manual we are writing, a comprehensive how-to manual for employers, for which we were funded by the Administration for Children, Youth and Families, in the U.S. Department of Health and Human Services. We studied the programs largely to fill the gap in data about the corporate benefits of child care.

We surveyed each of the 415 programs, using a two part survey instrument. One part of the survey went to the program director; it asked for a description of the program, how it worked, what the support arrangements were, services offered and costs. The second part went to the Human Resource Director of the supporting company and asked for the effects of the service on the workplace. We also sent a postcard to the CEO of the company, on which were returned his/her comments about the value of the program. We received from them some 'quotable quotes'.

We asked three basic types of questions regarding corporate benefits of the Human Resource Directors:

1. We asked whether child care had had an effect on 24 different work behaviors. A large number of companies were able to answer that question. Companies which knew the effect of child care reported overwhelmingly that its effect was positive, in the areas of turnover, absenteeism, recruitment, publicity, morale, productivity, and public relations. The lowest of these factors was rated as having a positive effect by 71% of the companies. The highest was rated as having a positive effect by 95% of the companies. The rest of the factors was rated as positive by somewhere between 71% and 95%. Additionally, over fifty percent of the companies also rated child care's effect as positive in the areas of tardiness, quality of goods or services produced, quality of the workforce and scheduling, flexibility. Other benefits came in less expected areas which were reported by less than 50% of the employers, but still should be mentioned. They include positive effects on the provision of equal employment opportunity and attracting affirmative action target groups.

2. We asked companies to rate child care relative to other methods they use to achieve these same goals. For example, how does child care compare to other things the company does to reduce turnover? A good number of companies rated child care in the top 25% of methods they use to reduce turnover, absenteeism, improve PR and recruitment.

3. We asked to what extent child care effected these areas (like turnover and absenteeism), and what the value of the effect was. Only a small group of companies have adequate records to report this type of data, but the information is still valuable. For example, a small number of companies, 20, could compare the turnover rate of parents using the child care service with other employees. 18 out of 20 of them report lower turnover rates for parents using child care, and the average difference in their turnover rates was 24.4%.

Ten companies were willing to estimate the value of child care in the area of recruiting in the company's top two targeted jobs categories. For example, with health care organizations this usually means R.N.'s and one other professional position. $16,400 was the average amount saved annually by these companies from recruitment in just the two top categories.

$13,000 was what companies estimated their child care program to be worth annually in the area of publicity. This estimate was based on reports by 11 companies.

I'm afraid time doesn't permit me to report here all of our findings. They will be available in two documents. The

how-to manual called Child Care: The New Business Tool, which will report the benefit data, will be ready sometime after the first of the year. Another research document some time next year will report the balance of the information about what the programs are like.

I can give you a few highlights about trends we have noticed.

About growth trends: There has been a significant amount of growth in the number and variety of programs in the last five years since Kathryn Perry did her study. We have also discovered several hundred programs that are in the development stages, from the initial stages to being in the midst of program establishment. Of course, not all of these programs will become realized, but probably a number of them will. And considering that the companies now discussing child care include large companies with many offices, the growth potential is multiplied. Considering the secrecy with which most companies like to guard their early stages of considering child care, I expect there to be an even more rapid growth of programs in the next few years.

About the services that programs offer: An unusually high number of the programs offer either infant and/or schoolage care as well as care for preschoolers. And lots of them have care which is open longer hours than child care is usually open.

There are:
80 Programs that are less than one year old;
122 Programs that are 3-10 years old; and
60 Programs that are more than 10 years old.

The salaries of the staff in a few employer supported programs are significantly higher than the going rate, but the number isn't large enough to get too excited about. We seem to have a long way to go in that area.

Regarding benefits, employers with closely connected centers or company run centers seem to find it the easiest to observe and measure benefits to the employer. Those with service types like information and referral and support of community child care programs are often much less aware of what the service is doing for the company. If we want to encourage employers to use these kinds of options, I think we need to find some ways around that difficulty, to demonstrate the value of such options in terms of corporate benefits,

In closing, I'd like to say thatI think we have reason for optimism about the potential of the field, but I also think that the momentum of the movement is still dependent on child care people. Its potential is great, because there is something in it for everyone, employers as well as parents and

children. But I think it's up to us, to get the word out.

So I want to add my word of welcome to you today, to this opportunity for all of us to become more informed and therefore more effective.

## II Employer Options for Supporting Child Care

### Nyloncraft Learning Center: An On-Site Center Serving the Plastic Molding Industry

by Suzanne Colley, Executive Director
Nyloncraft Learning Center

Nyloncraft, Inc. was established in 1956. Its home office is located in Mishawaka, Indiana and additional plants are located in South Bend, Indiana and Hickory, North Carolina. The company is a member of the plastics industry specializing in thermo injection molding.

The company currently employs approximately 300 persons and is a union shop. Personnel statistics:

- 85% female employees
- 12th grade education average
- single
- supports two or more dependents
- $5.13/hour (after 90 days)

Reasons Nyloncraft decided to offer child care service:

- to reduce excessive absenteeism
- to reduce turnover
- to retain and recruit trained operators

Steps the corporation followed before making the final decision:

- researched corporate child care through articles, visits and discussions
- discussed with corporate attorney and CPA
- discussed with state licensing department
- hired a child care consultant
- did an employee needs assessment

#### FACILITY

The facility includes a center:

- located adjacent to plant
- leased unit
- unit needed complete renovation prior to occupancy
- 3400 square feet of space
- 4500 square feet of playground
- open classroom concept
- start up costs:
  $100,00 renovation
  50,000 equipment, supplies, etc.
- fully equipped kitchen facility
- serves ages 2 - 13;

The cottage:

- family day care home
- serves children 6 weeks to 24 months of age
- located quarter mile from center
- homey environment; and

The summer day camp:

- located at our South Bend facility
- serves ages 6 - 13
- operates June through August

PROGRAMS

Nyloncraft Learning Center is:

- first manufacturing sponsored center in Indiana
- a 24 hour facility
- open to community families
- care for ages 6 weeks to 13 years
- licensed by State Department of Public Welfare
- certified by the Department of Public Instruction
- educationally oriented programs
- designed for working parents with various work schedules

The Learning Center offers the following programs:

- Infant/Toddler Care
- Preschool/Day Care
- Kindergarten/Extended Care
- Summer Day Camp
- Transportation
- Before and After School
- Handicapped Children
- Enrichment Trips

The Learning Center staff features:

- licensed teacher for each group
- paraprofessional aides
- staff to child ratio at center is 1:8 average
- staff to child ratio at cottage is 1:4
- in-service training program

Benefits to Parents and Children:

- child care tax credit for those filing long form
- reduces anxiety through reliable and affordable child care
- close to child in case of emergency
- close to the work place
- children receive educationally oriented program
- warm, loving, caring atmosphere
- health screenings and nutritional meals

Benefits to the Company:

- tax credits/deductions
- reduces turnover
- reduces absenteeism
- retention and recruitment tool
- positive public relations
- increases employee morale

Benefits to Society:

- quality service open to community
- use of community resources
- employment opportunities
- cost effectiveness of high quality early childhood programs
  (see High/Scope research)

## FINANCIAL SUPPORT

1982 Budget (6 months)

| | | |
|---|---|---|
| Compensation | $135,000 | 61% |
| Fixed (facility) | 48,000 | 22% |
| Variable | 36,000 | 17% |
| | $219,000 | |

1982 Budget

| | | |
|---|---|---|
| Compensation | $190,000 | 60% |
| Fixed (facility, dir. fees) | 81,000 | 26% |
| Variable | 43,000 | 14% |
| | $314,000 | |
| Employee subsidy | $65,000 | |
| Deficit | 82,000 | |
| Total company support | $147,000 | |

## TURNOVER STATISTICS

1979 company experienced a 57% turnover rate.
1980 turnover rate dropped to 33%.
1981 turnover rate dropped to 21%.
1982 (3rd quarter figures) turnover rate only 10%.

These figures reflect only hourly (union) employees. The sharp drop from 1979 to 1980 is due to a new union contract which initiated a point system for absences. An employee who accumulates ten points is automatically terminated. The further decrease from 1980 to 1981 is a combination of the economy, union contract and the Learning Center. The same is true of the figures for 1982. It is difficult to say specifically that the turnover is reduced due to the Learning Center but in 1982 none of the 10% who left employment did it for lack of child care.

## Fee Structure

**Nyloncraft Employees**

June 1981 - employees paid $25.00 for first child, $20,00 for each additional child.
- employees only paid for days their child(ren) came.
- most use payroll deductions.

**Valley Bank Employees**

June 1981 - company subsidizes at the rate of $4.00 for full-time, $2.00 for part-time.
- employee pays base rate regardless of child's attendance.

**Community**

June 1981 - parents pay base rate regardless of attendance.
- parents receive a specified number of "free days" based on enrollment schedule. These can be credited to their weekly account.
- parents pay $45.00 for ages 2 - 12; $52.50/wk for 6 wks. - 24 mos.

Dec. 1982 - parents will pay $50.00/wk; and $60.00 respectively.

## ENROLLMENT

| | Total | Nyloncraft | Valley Bank | Community |
|---|---|---|---|---|
| June 1981 | 25 | 18 | | 7 |
| Dec. 1981 | 99 | 36 | 10 | 53 |
| June 1982 | 153* | 66 | 9 | 78 |
| Sept. 1982 | 137 | 36 | 8 | 93 |

* includes 30 summer day campers

# Sunnyvale Child Care Service Center: A Consortium Model for Employer Supported Child Care

by Vernon Plaskett, President
Child Development, Inc.

## I. DESCRIPTION OF THE SUNNYVALE CHILD CARE SERVICE CENTER

The Sunnyvale Child Care Service Center, located in a former elementary school, serves residents and employees of local Sunnyvale, California companies. This comprehensive child care complex provides a variety of much needed child care services, including a 44 capacity infant care program for babies three months to two and one-half years, a 24 capacity advanced toddler program, a 72 capacity preschool program for two and one-half to five year olds, and a school-age program for 44 six to nine year old children. The Choices for Children vendor payment program subsidizes child care costs and the resource and referral program has counselors to assist parents in locating and evaluating care and supporting parents with special activities.

Cost for care is $90/week for infants, $55/week for child care, and $40/week for school-age care. The center is open from 6:00 a.m. to 6:00 p.m., Mondays through Fridays.

The Center is managed and operated by Child Development Incorporated, a private child care management company based in San Jose, California.

## II. DEVELOPMENT OF THE CENTER

The existence of this center is testimony to the City of Sunnyvale's understanding that employee child care problems are a significant barrier to productive employment. In Santa Clara County, California, there are approximately 29,000 child care spaces for a child population of over 200,000 aged zero to ten years. Infant care, care for the sick child, emergency care, and programs for school-age children before and after school are sorely needed. Working parents who are lucky enough to find care are shouldering the burden of rapidly increasing child care costs. Diminishing public funds jeopardize even existing programs.

Many employee-oriented companies, particularly the high technology and electronics companies, are looking for solutions to personnel problems such as recruitment, absenteeism, tardiness, and employee turnover. Many of these companies are currently exploring the need for and initiating a variety of creative child care benefits to impact on these problems.

Recognizing the need, the City of Sunnyvale began studying the child care issue in 1979. It became clear that companies interested in child care did not have access to enough information to support decision-making. In January, 1980, the City of Sunnyvale and the Private Industry Council commissioned Child Development Incorporated (CDI) to collect and disseminate information about the issue. CDI's project had three major components:

1. to conduct an area-wide needs assessment of companies to ascertain the status of employee child care benefits, management interest in employer-supported child care programs, common personnel problems related to child care, and related information needs;

2. the design and compilation of a comprehensive resource data bank of articles and reports on the subject of employer-related child care that would be available to all interested companies; and

3. the organization and implementation of a conference bringing together management representatives from local companies and child development professionals to address the issues.

The conference, entitled "Employer-Supported Child Care: An Idea Whose Time Has Come," was held in May, 1980, and drew the interest of over 65 Santa Clara County companies. The conference focused on a variety of child care options, including center care, family day care, vendor payment, resource and referral and care for the sick child programs. It also provided information on key legal and tax issues and the experiences of companies currently offering successful child care programs to their employees. The crisis in available funding for child care, the lack of child care availability in our county, and legislative efforts to help alleviate this need was also addressed.

After the conference, many companies indicated their interest in implementing a child care program. Several were interested in pooling their efforts to offset the heavy financial commitment that initiating a project would entail.

The City of Sunnyvale continued its leadership role in facilitating corporate child care solutions by contracting with CDI to develop and operate a model employer-related child care program, the Sunnyvale Child Care Service Center, which combines public and private child care programs in a unique complex of child care services to participating companies and the community.

In developing the center, CDI drew upon its experience in operating 21 centers throughout the State of California. The variety of care provided includes seasonal infant and child care

programs for migrant farmworkers; state subsidized preschool and school-age programs for low-income families; a 24-hour, seven day a week program serving the recreation industry workers of South Lake Tahoe; and private infant and child care programs in suburban communities.

## III. COMPANY PARTICIPATION OPTIONS AND BENEFITS

In Sunnyvale, it was the intent of CDI to individualize services and participation plans to match specific company needs. A number of participation options were made available to management personnel of interested companies. For example, companies may elect: 1) to offer a one-time contribution to the development of one or more program components of the service center, thereby giving registration priority and a discount for services to a certain number of employees for a specified period of time; 2) to financially guarantee a certain number of child care spaces specifically for their employees; 3) to partially or fully subsidize care for employees at the Sunnyvale site or at a desired child care provider of the parents' choice through the vendor payment program; or 4) to support the ongoing operation of one or more specific child care services of the project.

The Sunnyvale Child Care Service Center enables businesses to share expenses and partake of all child care program options with significantly less financial commitment than the cost of initiating a child care benefit for a single company.

1. The direct child care programs:

   - make available an additional 184 child care spaces to the community;
   - provide infant care for babies three months to two years and an advanced toddler program for children with toilet-training needs;
   - provide preschool care for two to five year olds;
   - provide before and after school care as well as summer and holiday care to six to nine year old children; and
   - provide a comprehensive, developmental program for children including appropriate educational activities; a homelike atmosphere, hot, nutritious meals; and individualized attention by caring, well-qualified staff members.

   Companies have been able to guarantee spaces to their employees in the center. Employers may also choose to subsidize all or part of the employee's child care or merely to refer their employees to the center which is conveniently located for most Sunnyvale companies.

2. The Choices for Children vendor payment program allows employees maximum choice of all child care providers (e.g., centers, family day care homes, private or public) anywhere in Santa Clara County. This option allows employers to offer partial or full child care financial subsidies to more employees than those who may elect to use the child care center. Employers also maximize parental choice by using the vendor payment option because parents can choose a place close to home or close to work as well as electing to keep their child where they are rather than uprooting an already successful child care situation.

3. The Choices for Children resource and referral program will make available to participating employees such services as locating and selecting child care providers, evaluating quality child care programs, referral to family service agencies in the community, and help in resolving individual child care problems of parents. Also important is a parent education component which features parenting workshops, films on child development, toy-lending services, and a library of child development, parenting and children's books. Technical assistance to companies who wish to initiate their own child care programs on-site is also available through this component.

The success of this employer-supported child care project depends on significant, active participation and support of local companies. Currently, there are six active companies including TRW Aertech, Vidar, ESL, DSSG, Hewlett-Packard, and Timesavers.

hired two in-house consultants for child care information and referral services; Corning Glass in New York, Nyloncraft in Indiana, and Neuville-Sox in North Carolina have on-site day care centers. These are all examples of small, family-owned manufacturing businesses whose involvement in employer supports to working families makes them atypical of firms in their respective industries and size range.

Company Product or Service. The company product or service may also influence receptivity to family supportive work practices. Companies providing family-related products or offering caring services are more likely to contribute to working parent solutions. While firms in unrelated fields often justify their noninvolvement with comments such as, "We're in the business of insurance, not day care," or, "We make widgets, what do we know about day care?," employers devoted to caring in another capacity may see child care as a natural extension of their mandate. This is particularly true for hospitals already caring for people's health. The facility even lends itself to child care provision. For somewhat different reasons, the makers of pacemakers--who put a high value on the quality of the life-saving devices they produce--may tend toward a more caring business environment. Intermedics and Cardiac Pacemakers, two pacemaker companies with on-site centers, confirm this hypothesis. Such companies as Stride Rite (maker of children's shoes), Photo Corporation of America (largest family portrait maker), General Mills, and Johnson and Johnson have addressed family issues in a variety of ways. Because they serve families, they care about the way families perceive them. A visible family support program helps their public image.

Composition of the Workforce. A factor typically associated with companies responding to families is the

presence of a high percentage of women employees. Employers tend to think of child care as a "woman's issue." However, many companies providing family-related benefits have a minority of women employed. The electronics industry, with many firms experimenting with family supports, is only 45 percent female. Furthermore, in many of the programs currently in operation, fathers often participate as frequently as mothers. Therefore, even though family supports are considered as a way to meet female workers' needs, they are best viewed as a way to meet parents' needs.

With a relatively small number of employers providing family-related benefits, much of the response appears to be idiosyncratic. This is largely a function of corporate culture and leadership. Some patterns emerge, however, suggesting that a corporate climate for change exists in larger, decentralized, nonunionized companies in our high-growth industries.

## Forms of Employer Response

Among those corporations willing to respond to family needs, the ability to implement a new benefit or service will depend upon the appropriateness and feasibility of various alternatives to current practice. Following is a presentation of a range of family-supportive options to which employers might be attracted.

The determination of an appropriate response to the needs of working parents is a complex process. It is also unique to each employer because it must draw upon the elements of and interrelationships among three concerns: management agendas, parent needs, and community resources. Economic, social, and political forces affect the entire community in which company, family, and service provider reside. Changing forces affecting one sphere must, in turn, affect the others. An unmet need in one area becomes an obstacle in the others. And to

cutbacks and other fiscal constraints, why have hospital day care programs proliferated in this era? I don't deny that attracting and retaining nurses and allied health professionals is the primary motivation behind the development of many hospital day care programs but consider this bizarre fact: Hospital day care centers have been around for over 30 years and yet there is not one clear cut study to my knowledge that establishes that hospital day programs enhance the recruitment and retention of nurses. Nor can it be convincingly proven that such programs lower absenteeism, improve morale, or increase productivity. And yet if this is the case, why given the tremendous deficits that hospital day care programs generate, with almost uniform consistency, do hospitals who have them, keep them - and even more remarkable, given this track record, why do hospitals without them want them?

To approach understanding this paradox, we need to consider the origins of the institution of hospitals and the complex situation they face today. We have neither time, space, nor sufficient knowledge to analyze the problem in depth but the essence of the issue is clear. Hospitals come from a history and tradition of charity to the poor, bedraggled, and insane. The modern, bottom line, for-profit hospital chain is a new though significant creature. And it is this bulk of not-for-profit service industries, rooted in the tradition of charity, and tempered by a sense of modest community responsibility and commitment to the promotion of health in the broadest sense of that concept, that spearheads the hospital day care movement.

Yes, of course! Not-for-profits are becoming more like the for-profits all the time and generating revenue has become the catch phrase of the '80's approach to the constricting health care market in which patient days and doctors' revenues are down, Medicare and Medicaid are being cut back, freestanding

medical services are competing with hospitals, chains are proliferating, and hospitals are going out of business. But phsycian revenues aside, the essence of the health care industry embodied in the hospitals of this country is not rooted in the profit motive. And whereas the profit morive is optimally functional in certain areas of the economy in terms of generating the production of a high quality low cost product such as the fast food hamburger, this is not the case with either medical or child care services and herein lies the connection between those services. Hospitals, especially those experienced with nursing home operations, understand the sometimes reciprocal nature of the relationship between profit and quality in labor intensive service and won't necessarily rule out the latter in favor of the former.

Hospital run on-site day care centers are some of the best programs in the country, reflecting favorably on their sponsors because of the very simple chain of facts that good, consistent teaching staff are the key to quality programming, decent salaries are essential in attracting and retaining good staff, and hospitals tend to pay much higher salaries than the abominable norm. Hospitals don't pay these modestly decent salaries out of moral conviction against the exploitation of child care workers, but they do need to pay them because of potential problems with internal equity. Professional teachers can only be paid so much less than equivalently trained health care professionals without contradicting hospital policies altogether. So a sense of internal equity, resistance to unions perhaps, general of good in house and community public relations, and possible recruitment and retention advantages are all the les-than-noble stuff of hospital motivation to support child care programs, but at least these concerns are based in reality.

Hospital day care programs are coming into their own in this era and we're developing a very sophisticated analysis and modis operandi to increase the likelihood of our continued survival and expansion. The pressing and ever increasing needs of the families we serve necessitates a functional approach to the question of promoting quality child care and family support systems. We do not have the luxury of deluding ourselves about the value of our services in narrow cost effective terms to the employers who sustain us. Even in hospitals nurses do not generally cite child care issues as the primary reason for quitting a job, or leaving the field altogether. Issues of working conditions, lack of patient contact and limited opportunities for advancement are of much greater significance according to most surveys. Obviously, we are not essential to the functioning of hospitals, industries, or government agencies - or most hospitals, industries, and government agencies wouldn't function.

But that is not to say we are unimportant. On the contrary, our importance lies in the often very subtle and sometimes intangible qualities which are the essence of what makes life truly valuable in the non-market sense. When the children at my day care center recently visited our hospital's nursing home, some of the sick and elderly residents couldn't stop hugging the kids and they cried intensely from being so happy. When it was over four-year-old Billy shook his head and simply said, "I don't have any more hugs to give."

How can we calculate the value of this kind of hospital sponsored care, bridging the very polarities of the life cycle itself? How can we continually promote employer based child care in the broadest possible sense, stressing the multiple levels of economic and social value to all concerned? How can we creatively design our programs to minimize the conflict between institutional and human needs?

These are some of the essential questions the hospital day care movement faces in addition to the practical issues of managing crossover and flex time scheduling problems of multiple shift operations. We ask you to join with us in seeking satisfactory solutions.

## Employer Sponsored Child Care
## Kindustry Style

by Ann Muscari, Director, Public Relations, Kindercare

The proprietary sector of the Child Care industry has been working with business for many years in providing services both on-site and in the community. We all know the historical cases dating back to the '20's, but now in the '80's with the changing role of the American Family, the private sector of American business is working with the private sector of child care to offer available, affordable, quality care to employees in centers of their choice.

The Flexible Benefit Option or "Cafeteria" plan is becoming more common in the business community. Part of this plan is the option to select child care subsidy in one of the many forms as part of the employees benefit package.

A typical example of this is the American Can Company where child care will become part of their $1,500.00 per employee benefit package in January, 1983.

The varieties of response to the working parent needs are so numerous and the options to match in the Child Care Community are tremendous, too.

Employees have utilized options as follows:

(A) Utilization of centers in the communities by voucher, purchase of slots or positions or contract of subsidy.

(B) On-site

(C) Management contracting

Specific examples:

Kindustry
On-Site
Management contract

# Family Day Care as an Option for Employer Support

by Anne Mitchell, Bank St. College of Education

## Family Day Care Defined

Family day care is child care in a private home by a person who is not related to the children being cared for. Care is regularly provided to six or fewer children for some portion of a day less than twenty-four hours. Children may range in age from infants through schoolage. In some states the number of infants is limited (usually no more than two under age two). In a few states a category of family day care exists, called a group home (or in Colorado a "mini-center"), in which between six and twelve children are cared for in a private home. Staff must be provided to meet the legal staff:child ratios for the ages of children in care.

In all states, family day care is either licensed or registered. Licensing usually involves home visits from the staff of the state agency responsible for licensing. Under registration, a family day care home reports its intention to care for children and certifies that it meets state requirements. Usually personal references and/or certain evidence of compliance is requested by the state agency responsible for registration.

Another dimension of family day care found in some states is systems. Family day care homes (usually about 20, but the number can range from 10 to 100) join together. This can be a semi-structured and autonomous organization like a local family day care association or an agency whose purpose is to administer and manage the homes or a day care center (this is sometimes called a "satellite" system).

Family day care is similarly affected by the public child care funding scheme that operates. For example, in New York City where public funds are attached to the program, family day care systems are either totally publicly funded or totally private. In Vermont, where public funds are attached to an eligible child and there are no systems, each home can choose to accept or not accept an individual child who has public funding.

Quality in family day care is, as in center care, highly correlated with training of caregiver. Quality is also associated with regulations (licensing or registration) and with systems (because they usually provide support and training). Highest quality care is provided by a trained caregiver in regulated homes which are members of a system.

Family day care operates across broad dimensions of size, age range, quality, pricing, etc. This variability and flexibility is one of its strengths.

## Family Day Care's Attraction for Parents

- Family day care is flexible in its hours--a home can be open only four hours and specialize in schoolage child care, or be open on weekends for 10 hours a day and specialize in infants whose mothers are nurses.

- The location of family day care is flexible--there are private homes everywhere.

- Family day care is inherently more family-like and more homelike than centers, which tend to be more like schools.

- Many parents prefer family day care because they have found a provider whose childrearing style is highly consistent with their own.

The price of family day care varies widely. Independent homes in upper income areas charge higher fees than homes in working class areas. Generally, family day care is cheaper than center-based care.

Family Day Care and Employers: Three Practical Examples and Two Models

The examples of actual employer support are: Steelcase, Inc. in Grand Rapids, MI; Huntington Memorial Hospital in Pasadena, CA; and Montefiore Medical Center in Bronx, NY.

Steelcase, Inc. employs two parent counselors who provide child care. They make referrals to all kinds of childcare programs, including family day care. To encourage new family day care, Steelcase set up a fund for family day care providers to buy toys and equipment.

Huntington Memorial Hospital employs a day care coordinator, and supplies her with an office and support staff. She does information and referral for hospital employees and recruits family day care providers--near the hospital and near employees' homes. She provides some training, workshop materials and toys, and organizes the annual training conference sponsored by the hospital for all providers. All family day care systems are independent--once parents are referred, they negotiate an agreement for hours, price, etc.

Montefiore has just started a family day care system (the first provider opened her home to children on November 1). The hospital contracted, at a cost of $70,000, with a private school in the neighborhood to recruit and train 40 new family day care providers near the hospital. The providers are semi-independent: they must agree to participate in (free) training, to care only for children of hospital employees, not to charge more than $60 a week.

There are two interesting involving family day care in schemes that might be attractive to employers: the state-funded voucher demonstration project currently operated by Quality Child Care, Inc. in Massachusetts; and Family Day Care: WESTS (Western Educational Support and Training System) operated by UCLA Child Care Services and the Santa Monica Child Care Information Service, with funding from Dart Industries (owner of Tupperware and other products).

In Massachusetts, parents who are eligible for child care through the Department of Public Welfare and certain protective service cases through the Department of Social Services, are referred to Quality Child Care, Inc. which offers consultation in locating child care, including parent education sessions and computerized child care information.

and make the arrangements with the child care provider. All child care providers participating in the voucher project are independent and set their own fees within ceilings established by the state of Massachusetts. Quality Child Care, Inc. is the matchmaker. Quality Child Care is known for its excellent work in and support of family day care (they sponsor family day care homes in the USDA Child Care Food Program in eight states). As an organization with a demonstrated commitment to family day care, they have been able to recruit many family day care homes into their project in Massachusetts. This voucher system is thought by Quality Child Care to be a viable model for employers to buy into at present, although no employers have been solicited to date.

Family Day Care-WESTS set out to be a demonstration of a model for employer support of family day care. A joint project of UCLA Child Care Services and the Santa Monica Child Care Information Service, FDC-WESTS planned to, at a total cost of $26,000over one year, recruit and train twenty new family day care providers and develop model training materials suitable for use by employers. They, in fact, trained fifty-four family day care providers and developed some very good training materials. As yet no employers have adopted their model.

Issues for Employer Support of Family Day Care

Family day care seems to have good potential as an employer supported child care program:

- o it is flexible in location, hours, price, ages of children, etc.
- o it does not require as much initial investment as a child care center.
- o when family day care providers are legally independent of the supporting employer, the issue of liability (a major concern to employers) is resolved.

The missing link is the broker. Like an information and referral agency is invaluable to a parent who is frustrated in locating good child care, a broker is crucial to an employer who wants to utilize family day care. In successful cases, the broker role has been played by a staff person of the employer (as at Huntington Memorial Hospital and Steelcase) or by an independent agency (as at Montefiore Medical Center). The broker could be an individual or an agency committed to family day care.

The role is a sensitive one. The broker must be able to communicate with and deliver to both parties--employer and family day care providers. Success is having negotiated an arrangement that is truly beneficial to both parties and with which both are pleased. Making the case for day care to an employer and working with family day care providers to design a system that works for them require different talents. As we develop more highly skilled brokers, more employers will seriously consider and choose family day care.

## Employer-Supported School-Age Child Care

by Ellen Gannett, Program Associate,
School-Age Child Care Project

Employer involvement in school-age child care (SAAC) can take many different forms. SACC refers to formal day care programs that are provided for children ages 5-13 before school, after school, during school holidays and vacations when working parents are unable to care for their children. Models most commonly used by companies and hospitals include:

THE EXTENSION OF ALREADY EXISTING "ON-SITE" AND "OFF-SITE PRESCHOOL CHILD CARE PROGRAMS TO INCLUDE SAAC

- Child Development Center
  Photo Corporation of America, Inc.
  Matthews, North Carolina

Small program for grades 1-4.

- Roche Child Care Center
  Hoffman-LaRoche, Inc.
  Nutley, New Jersey

Have added a SACC drop-in program.

- Northside Child Development Center
  Control Data Corporation
  Minneapolis, Minnesota

Funded by a consotrium of local industries. Serves 26 school-age children. Transportation provided by the public schools.

- Gerber's Children's Center
  Memorial Hospital Medical Center
  Long Beach, California

- Miami Valley Hospital

Contracted with Children's World, Inc.

- Consolidated Hospital Day Care Center
  Tacoma, Washington

Schools provide free busing court-order desegregation plan.

ALL DAY SUMMER PROGRAMS FOR SCHOOL-AGE CHILDREN

- Pel-Pro Industries
  Skokie, Illinois

"Tripe R" Camp. Company bought 200 acres, 40 miles from factory to use day camp for employees' children.

- Wang Laboratories Child Care Center
  Lowell, Massachusetts

Company purchased a local country club to house a day camp.

- Photo Corporation of America, Inc.

- St. Lukes Hospital
  Sioux City, Iowa

- Strawberry Hill Child Care Center
  New England Memorial Hospital
  Stoneham, Massachusetts

- Baptist Memorial Center Child Care Center
  Little Rock, Arkansas

FAMILY DAY CARE SYSTEMS

These systems contract with family day care providers, offering them consultation and training and referrals.

- Steelcase, Inc.
  Grand Rapids, Michigan

System lends providers toys and equipment, conducts training workshops, and assists parents in locating and evaluating child care.

- Family Day Care Network
  Asian, Inc.
  San Francisco, California

Local employers pay an annual service fee to the Network to defray the costs of maintaining a referral service. Parents pay cost of care based on a sliding fee scale.

INFORMATION AND REFERRAL SERVICES

Companies that offer this service are quite common. Using lists from state regulatory or other agencies, licensed day care homes (Family Day Care) and centers are shared with their employees. Counselors support and assist parents in locating and evaluating care. Some companies that offer I&R in Massachusetts are:

- Mitre Corporation
- Blue Cross/Blue Shield
- Honeywell Incorporated
- First National Bank of Boston
- Polaroid Corporation

LEVERAGING CORPORATE AND FOUNDATION DOLLARS

- Gannett Foundation
  Community Priorities Program
  Rochester, New York

Grant of $40,000 enabled four youth-serving agencies in Sioux Falls, South Dakota to expand existing after-school recreation and enrichment programs.

- Corning Glassworks Foundation
  Corning, New York

Funds the Corning Children's Center, a preschool child care program, serving employees' and commmunity residents' children. A SAAC component is planned for September 1984.

- Carnegie Corporation, New York, New York
  Ford Foundation, New York, New York

Past Funders: Levi Strauss Foundation, San Francisco, California and General Mills Foundation, Minneapolis, Minnesota.

Fund the School-Age Child Care Project at the Wellesley College Center for Research on Women, a national research and action project that provides technical assistance and information regarding the design and implementation of school-age child care programs.

COMMUNITY DEVELOPMENT PROJECTS

- Northwestern National Bank of Minneapolis

Since 1976, the Bank has been underwriting a SACC program located in South Minneapolis. The Center serves 24 children and is administered by the Community Education Department of Minneapolis.

- o "Oak Park/Springfield: A Capitol Connection," sponsored by the Oak Part Trust and Savings Bank Oak Park, Illinois

The Project is designed to improve relations between state government and local service agencies by convening meetings and sharing information at the state government level.

- o Mantoon, Illinois Association of Commerce

Supported a county-wide study of the state of child care. From the findings, a plan for implementation of employer-sponsored child care services was developed.

VENDOR PROGRAMS

Employers purchase enrollment slots for their employees in one or more SACC programs and subsidize the cost based on a sliding-fee scale.

- o "Choices for Children"
  Sunnyvale Child Care Service Center
  Sunnyvale, California

For children ages birth to fourteen years.

- o "Child Care Assurance Plan"

Community Coordinated Child Care of Central Florida (4-C) Orlando, Florida

VOUCHER PROGRAMS

Employees use a coupon worth a specified amount towards the purchase of day care for any provider of service.

OTHER APPROACHES: Provide Transportation From Public Schools to SACC Programs
Pay For Space Renovations
Donate Materials and Equipment
Donate Services or Personnel, i.e., auditing, xeroxing or typing.

The examples of employer-supported SACC programs used in this report were derived from a national telephone survey and an analysis of existing written materials on the topic. They represent only a small sample of the many company-sponsored programs that exist across the country. We also recognize that changes in services may have occurred since the compilation of this report in May 1982.

Employer Purchase-Of-Service Options With
Community Child Care Resource and Referral Centers
by Ethel McConaghy, Director
Child Care Resource Center

I Child Care Resource and Referral (CCRR) Centers:
History and overview of services.

CCRR's use their planning data in the advocacy for and development of both quantity and quality of child care services.

II Details of the child care information and referral (CCIR) component for parents.

A. Interview:

Overview on forms of child care
Overview on options for financing child care
Emphasis on How-To-Select child care

B. Files contain:

| | |
|---|---|
| Form of Care: | center |
| | family day care |
| | after school care |
| | nursery school |
| | drop-in care |
| | special needs programs |
| | camps |
| | playgrounds |
| Other files: | in home care, sitters |
| | sick child care |
| | support groups |
| | health, nutrition, public assistance |
| | private schools |
| Program data: | ages, groupings of children |
| | hours |
| | fees |
| | landmarks, transportation |
| | parent involvement |
| | bilingual, multicultural |
| | admission policy |
| | protective service |
| | self descriptors |
| | OPENINGS |

C. Data

Needs Assessments - based on both intake and follow-up data and analyzed within the context of child care advocacy.

1. Intake Data: (Demand)
   - Age of child for whom care is needed
   - Preferred form of care
   - Eligibility for subsidy
   - Program specifications - language, special needs, etc
   - Neighborhood - home or work proximity preferred
   - Former child care arrangements

2. Follow-Up Data:
   - Outcome - preferred or not
   - Satisfaction
   - Selection criteria
   - Problems with search process
   - Effect on family
   - Cost of care - relative to income
   - Evaluation of CCRR service
   - Employer - expansion of service options

3. Recent trends:
   - Work related care
   - Infant - toddler care
   - Odd hour care
   - Subsidy needed
   - Sick child care, vacation care
   - Conference care

D. Other Outreach formats:
   - Publications
   - Workshops
   - Newspaper and magazine -articles and columns
   - Cable TV
   - Directories
   - Newsletters

III Employer Involvment with CCRR

A. Corporate donations to support the development of CCRR service for all parents in the community.

Because most community CCRRs are nonprofit and tax exempt, they should pursue financial contributions (e.g., John Hancock in Boston) or equipment contributions (e.g. Honeywell computer system in Minneapolis) to support their public services.

B. Contract for service with a CCRR for an information and referral "hotline" for their employees.

In this option extra staff and phone lines housed at a community CCRR are supported by contracts with the private sector. There will likely be special publications and workshops developed and most importantly, separate analysis of the data of employees for each employer.

C. Contract with the CCRR to bring their information and referral services to the workplace.

In this option, the staff of the CCRR under contract with employers, will provide the child care consultation at the workplace, often in a Personnel Department office space and usually by appointment or during designated visiting (drop in) hours.

D. Collaborative relationship between an Employee Assistance Program (EAP) or a Counselling Department and the CCRR.

This option might be a contract which includes both training for the EAP staff on the day care delivery system, subsidies, etc. and the maintenance of updated provider information available at the workplace. In this instance, the computerization of the provider files is particularly helpful.

E. Other combinations of the above:

Simple information sharing between CCRR's and parents at the workplace

Distribution of directories

How-to-select child care workshops

Parent Fairs

IV Employer Development of their own "in-house child care information and referral services.

e.g. Steelcase, Inc. in Grand Rapids, MI

## Steelcase Child Care Resource and Referral Service

by Pat Ward, Child Care Coordinator
Steelcase, Inc.

The corporate headquarters of Steelcase is located in the medium size midwest community of Grand Rapids, Michigan. Steelcase is the world's largest manufacturer of office furniture. It is privately controlled and operated, with a family emphasis that permeates its philosophy and employment procedures. The plant and offices facilities cover 13.6 million square feet. The company employes 6,400 workers, 1,100 of whom are women. Steelcase has a strong corporate image. The belief that it is a good place to work is held by both employees and people in the community.

The Child Care Service was created by the Human Resources Department in 1980 to study employee child care needs and assist Steelcase families in obtaining quality child care. The Child Care Service is one of many employee services offered by Steelcase. The company also has a van pool program, credit counseling, a rehabilitative program, a recreation program, career counseling, and a family counseling service with four full time therapists.

The Child Care Service is staffed by two Child Care Coordinators who provide professional assistance to employees. The Child Care Coordinators schedule individual conferences with employees to pursue child care options. Employees are given several referrals to interview. Only registered or licensed caregivers are referred. It is the employee's responsibility to choose a caregiver and arrange payment for child care. However, the Child Care Coordinators try to match family needs to the caregiver's qualities and services. Parental preference and choice in the care of their children is respected. Consultation time, workshops and articles in the company newsletter are also provided to address employees' child rearing concerns. These services encourage employee consumer skills in finding quality child care.

The Child Care Service is committed to finding quality care for children. Quality being defined as long-term care by an informed and nuturing provider. Quality child care is essential for the child and family to thrive. Provider information workshops, educational equipment lending and home visits are efforts to enhance the competency of the providers and increase parental satisfaction with the referrals.

The Child Care Service makes the majority of its referrals to Family Day Care Homes because they are the caregivers in the community who provide infant, night and before and after school care and are located in every area of the city. Because Family Day Care is the most flexible form of out-of-home care, the Child Care Service continues to focus on this group for program development.

Family Day Care also has a quality factor built in. The National Day Care Study identified small group size and a provider competent in early childhood care as indicators of quality care. Family Day Care Providers are registered to care for six or less children; this means that small group size is guaranteed. Another quality factor, competency, is possible to impact on by screening out inappropriate providers, home visits, workshops and the lending of needed educational equipment. The second most requested form of care is in-home care. The present effort to impact on the quality of in-home care involves providing parents with consumer information on placing ads in the paper, screening by phone, checking references and using a contract with their in-home caregiver.

In 1981-1982, of the employees requesting referrals, 57% sought help finding care in a family day care home, 32% sought in-home care, and 11% looked for center care. Employees' unique needs require the Child Care Service to have access to diverse kinds of child care arrangements.

The question of why Steelcase does not have a day care center is frequently asked. Based on requests for care and community resources a center would not meet employees' needs at this time. The existence of sufficient child care programs in the community is important for the success of the Child Care Referral Service. Supporting these programs is essential. Establishing a Steelcase center would take clients away from existing programs and have a negative economic impact on them. Establishing a center would commit money and time to one child care option and severely limit the Child Care Service's ability to meet employees' expressed preference for child care. The Child Care Service's concentration on referrals results in employees' child care needs being met and the child care community being supported. It is projected that continuing the resource and referral effort will help secure informed caregivers who will provide long term care for Steelcase children.

Providing a Child Care Resource and Referral Service is an option for employer involvement that has a contained cost and is a valid method of gathering data on employee child care needs and preferences. The Child Care Service is also able to respect employee preference for type of care and geographic location. This option enhances parents' consumer skills and is able to be flexible as employee's child care needs change. The unique situation of each Steelcase family is able to be a priority in the referrals made by the Child Care Service.

Steelcase acknowledges that the two paycheck family and single parent family are permanent parts of our changing society. The Child Care Resource and Referral Service is a sincere corporate effort to address the child care concerns of working parents. It is hoped that this effort will reduce the stress of unmet child care needs and improve the quality of family life.

## The Child Care Assurance Plan

by Phoebe Carpenter, Administrator, 4C of Central Florida

4C for Central Florida has in place a Child Care Assurance Plan in which any employer may subsidize child care for all employees through 4C. The employer may pay whatever percentage of the cost of care he chooses. The employee may choose any child care center in the area which is participating with the 4C program. 4C gives information and assistance to all employees in their search for child care, supplies support services and technical assistance to all providers and consolidates all child care bills into one to each employer monthly. 4C's fee for this is the employer's part of the cost of care plus 10% to 4C.

The advantages of the Child Care Assurance Plan are total freedom of choice of provider given to the parent, as well as quality guarantees and accountability to the employer. Another advantage is the integration of the employers assistance with public assistance to child care for all who are eligible for such assistance. The Child Care Assurance Plan operates upon the same management system as the public assistance for child care in the counties served by 4C for Central Florida.

The 4C organization operates upon these basic premises:

1. The child is the responsibility of the parents. Though the community has an interest in the development and education of each of its citizens, the small child is first the responsibility of its parents. Theirs is the privilege of making arrangements for that child's food, shelter, early learning patterns. It is they who must have the day to day relationship with the child; and in their absence due to employment, it is the parents who should make arrangements for the child's care, instructing the caretaker and having comment to make on a daily basis regarding the child's learning.

   Therefore, the parents should make arrangements for the child's care and be responsible for paying the cost of such care. When they are unable to meet the costs, a public fund, such as 4C, should pay the difference, paying directly to the caretaker the monthly amount agreed upon. This assumes that the caretaker chosen by the parents does qualify as to basic quality of the program, and that the parent is eligible for assistance according to his need.

2. Public funds should not be used to develop services in competition with private enterprise. Private business and competition between businesses to provide a better product and improve income is the keystone of the American economy.

There are numerous child care facilities, private businesses both profit and non-profit, already providing good quality care at reasonable prices in Central Florida. More are opening every week and still more are seeking consultation regarding opening. If parents are enabled through 4C to pay the published rate at any child care center of their choice, many centers will compete to get the business.

The alternative to this procedure is publicly funded, publicly operated child care. But it is our belief that the government must not initiate businesses in competition with private operators who are doing the job well.

Public funding for child care should be used not to operate centers, but to enable the parent to purcahse her/his own child care.

There are three systems which must function all at once to make an operation such as 4C for Central Florida, Inc. work smoothly.

They are:

A. Systems of 4C Involvement With Parents

This system includes notice to the public that assistance is available, receipt of applications of parents for child care funding assistance or information, determination of eligibility for one or another funding account, provision to parents of information about good child care, placement in center of parents' choice, payment to the center in behalf of that family and periodic redetermination of eligibility of parents for continued funding assistance.

B. System of 4C Involvement with Child Care Centers

This system includes notice to the community that contracts and 4C support services are available, visiting child care centers, receiving and approving applications to contract, evaluating centers and negotiating contracts with centers to receive funded families, responding to complaints and mediation of those complaints, providing support services to enable centers to compete to attract parents as well as meet requirements of the several funding sources. These support services include centrally provided health care assistance, social services, staff training, program enrichment and others.

C. System of 4C Involvement with the Community

This system includes public education programs to acquaint the community with the need for child care and to create an understanding of what child care is. It involves

grantsmanship, reporting to funding sources, needs assessment, negotiating contracts with funding sources for services to children of certain eligibility criteria, information and referral, community education about services available, and their cost.

Our way to provide child care is based on the 4C Premise and dedication to involvement of the entire community. It is a delivery of services without segregation of children or families because of their need for assistance.

## Child Care Voucher Program of Austin Families, Inc.

by Terry Gilius, Director
Austin Families, Inc.

The child care voucher program is a cost-sharing arrangement whereby participating employers assist their employees with the cost of child care. The employer's portion -- which is generally based on a percentage of the provider's rate -- is paid to any licensed day care center or registered family day home of the parent's choosing.

The voucher program is being considered by many companies that are too small to justify the capital expenditures and management responsibility involved in operating their own center. It is also suited to employers with multiple sites. Other advantages of the voucher program include: parental choice in location, type of care, etc.; ability to accomodate school-age children as well as infants and preschoolers; and the promotion of a diversity of child care services in the community. However, there are potential disadvantages as well. For example, the employer does not have direct control over the quality of the child care that is used. If the company has evening or night shifts, the market must be relied upon to respond to the demand. For the voucher program to successfully meet the needs of the employees, there must be an ample supply of quality child care in the community. Therefore, the child care voucher program, while feasbile for many employers, may not be the best option for every employer or every community.

One means of making the child care voucher program accessible to employers is through the development of a community-wide system. Such a system can centrally administer the voucher program for any local employers that choose to participate. The functions of the central administration include: 1) maintaining an active and detailed listing of all licensed day care centers and registered family day care homes in the area; 2) assisting employees of participating companies in the selection of appropriate child care; 3) preparing and administering the provider agreements, documentation of child care services, invoices and payments to the child care providers. In this way, an employer would not need to hire additional staff or take on the responsibility of dealing directly with numerous child care providers. Nor would a child care provider risk the confusion and extra work of billing separate employers. The centralized system streamlines the procedures for all parties and avoids unnecessary duplication of effort.

In Austin, Texas a community-wide voucher system has been developed with the support of local government. A partnership

between the public and private sectors was envisioned, with private employers contributing child care assistance funds for their employees and the City, County, and United Way contributing funds for the administrative costs. Austin Families Inc., a private, nonprofit organization that has been operating a free child care referral service since 1980, was selected to develop and administer the child care voucher system.

Since 1981, Austin Families Inc. (AFI) has been working to raise employers' awareness of the impact that child care problems have on the workplace and serving as a resource for those who wish to explore various options for employer-assisted child care. AFI has conducted feasibility studies for several employers. The feasibility study assesses the employees' child care needs and examines the costs and benefits of various child care benefit plans.

Two publicly-funded demonstration projects were begun by AFI in 1981: one for CETA participants in job training and one for low-income parents eligible for Title XX assistance while seeking and/or beginning employment. These projects gave AFI the opportunity to develop policies, procedures and forms for use in administering the voucher program. Periodic evaluation and modification of the procedures have resulted in a very workable program that was able to be quickly implemented when the first Austin employer contracted with AFI in September 1982 to administer a child care voucher program for its employees.

There are many advantages to a community-wide voucher system that is supported through a partnership of public and private funds. Such a system makes the child care voucher option accessible to a variety of employers -- both large and small. The local funding sources provide a secure base of operation while employer participation is being sought. This is particularly important because it can take a few years for a given company to make a commitment to a child care benefit program. And finally, a nonprofit organization that operates its program with funds from the City, County, and United Way is held accountable to the community as a whole. Its services must benefit the participating employers, the employees and their children, and the child care providers if the organization is to be successful. This accountability provides assurance that the program will be responsive to the needs of the community.

# The Working-Parent Seminars of the Texas Institute for Families, Inc.

by Marie Oser, Executive Director
Texas Institute for Families

## The History and Purpose

The Institute evolved from Texas Child Care '76, a bicentennial project designed to focus attention on the problmes facing children and families in contemporary society. During the bicentennial year, TCC sponsored one-day forums for working parents in 10 cities across Texas. For the Institute, the most overwhelming benefit of these forums was the opportunity to talk with parents and learn what they feel most affects their ability to be, at once, good parents and successful, productive employees. Throughout the forums, parents consistently voiced their frustrations, attempting to juggle the responsibilities of home and work, the guilt feelings that result from their inability to do so, and their desperate need for assistance in coping with the demands made upon them.

Because of the enthusiastic response to TCC, we realized the need to continue our work. In 1977, we piloted the working-parent seminars; in 1978 developed the concept for the Institute; and in 1979, we incorporated Texas Institute for Families as a non-profit educational organization in the state of Texas. For three years our professional staff has been conducting seminars for companies throughout the state, and in the past year we have developed comprehensive seminar programs to train individuals and foster productive relationships between business and home.

It is our purpose, through the seminars, conferences and special projects we make available to business and organizations, to help working men and women assemble the resources they need to meet the many demands made on them, managing families and jobs in a productive fashion.

## The Working-Parent Seminars

The seminar series that make up "The Family and the Company: Working at Both, So Both Will Work," is the central focus of the Institute's work. Drawing from our five years of experience, we use these seminars to assist compnay management and employees in understanding vital interrelationships of home and work life. The courses help corporations find solutions to absenteeism, turnover and other productivity-related issues. At the same time, they help working parents develop effective time management principles and learn to cope with the overlapping pressures of work and family.

Ultimately, the goal of the Institute in offering these seminars is to help working parents find the community resources they need to build their own support groups and solve their own problems and, in turn, to provide the business community with the insight and data needed to assist working parents to become more productive and successful employees. The curriculum of the seminars helps develop numerous skills, each tailored to the specific requirements of the sponsoring corporation or organization: problem solving, time management stress management, community resources, interpersonal relations, and communication. Presently, the Family and the Company seminar program includes five series. Each is tailored to the needs of the company, and each allows parents and employers to analyze effective solutions to work/family concerns.

- o Management & Efficiency: Sustaining Career and Family (basic/introductory series)
- o Single Parent Series
- o Adolescent Series
- o Management Series
- o Developing Successful Career Management Tools to Balance the Competing Demands of Home and Work: A Program for Career Men

The Institute has been relatively successful in marketing our seminars. We have done seminars for Exxon, United Gas Pipe Line, Bank of the Southwest and Texas Commerce Bank, among others. We are also moving into the field of continuing education. We are planning seminars for St. Thomas, University of Houston and the West Houston Institute, a branch of the University of Houston.

The detailed surveys from the Texas Institute for Families seminars are used in various ways. First of all, the data is collated and sent to the Texas Department of Community Affairs, the Texas Department of Human Resources and the Carnegie Foundation. This assists them in dealing with, and analyzing, the changing nature of the American family. Furthermore, these collated surveys clearly delineate the multitude of stressors affecting and reshaping families. This data also provides a factual underpinning to the Institute's advocacy efforts. This year they were one of the major data bases used in the Institute sponsored Issues Forum and Congress on Children, Youth and Families, held prior to the Texas legislative session.

## Working Parents Need Parent Education

by Tom Copeland, CoDirector, Parents in the Workplace

With the recent rapid rise of two-paycheck families and single parent families, too often parents are overwhelmed by the demands of parenthood for which they were not prepared. Juggling the dual role of wage earner and parent can create a lot of stress and guilt feelings for the mother and father of young children.

Perhaps because so many working parents are struggling to balance their dual roles, we have entered a time in which concern over who will care for children and how they should be raised has never seemed greater. Parents who now find themselves at work still consider their families to be of primary importance. But they are concerned about how to raise children in a life situation which is often very different from that in which they grow up. Increased mobility and reduced family size has eliminated many informal family support arrangements. Grandparents, aunts and uncles less frequently live nearby to provide child rearing advice and counsel.

Parents are children's most influential teachers. Parenting skills are not innate; they must be learned. The quality of life of a young infant is dependent upon the lives, understanding and skills of the parents. Parents who learn better caregiving skills are more able to help a child maximize his/her potential. More and more working parents are looking for information and assistance on how to be effective parents within their limited time schedules.

One answer to this need is parent education seminars which help balance work and family responsibilities. Such seminars are often held at a company worksite as "brown-bag" lunch programs during elongated noon breaks or at other times during the day.

Parent education has proven to be an effective learning tool that has a great impact on the future health and well-being of children. For example, understanding a child's normal stage of development helps parents see that the child's stressful, and at times difficult, behavior is not necessarily caused by the fact that the parents are working. If parents know what to expect as their children move through these normal stages, the tensions arising from these changes can be reduced for both parents and children.

Parent seminar instructors draw upon a broad base of knowledge and experience in their presentations. Participants are encouraged to apply their learning to their current work and family situations. They are not told how to raise their children, but are given a variety of strategies to resolve

different kinds of concerns. Parents then select the solution that best fits their own needs and values. The seminars encourage parents to develop a sense of self-confidence in their own abilities to manage family and work responsibilities.

Many Twin Cities companies such as Liberty State Bank, Lutheran Brotherhood Insurance, Honeywell and the Minnesota Department of Employee Relations have offered parent education seminars. Seminar topics have covered a variety of topics including Stress and Time Management, Self Esteem for Employed Parents and their Children, Guiding Behavior of Children, and Guilt and the Employed Parent.

Comments from participants at such seminars have been very positive: "Helps toward not feeling guilty leaving home." "These days a Grandma needs to learn how children are raised." "It helped in adjusting my time, and learning to communicate." "I just found it helpful to share experiences with other working mothers, knowing others have the same problems and being made aware of acceptable solutions."

If you or your company is interested in receiving more information about parent education seminars, contact Ellen Hufschmidt, Account Executive, Parents in the Workplace, Lehmann Center, 1066 W. Lake Street, Minneapolis, MN 55408, (612) 823-7243.

## III Building Skills

### Needs Assessment and the Written Survey

by Pamela Aschbacher, Ed.D.
National Employer Supported Child Care Project

Imagine two corporation executives talking together over lunch one day.

> "I've got a great idea. You know they say a lot of working people have child care problems these days. I think I ought to have a preschool center added to my company's new building."

"Oh really? Well, my employees don't have any child care problems...or I'm sure I would have heard about it by now."

What do these two speakers have in common? They are both making decisions about employer supported child care based on assumptions, hunches and preconceived notions about what employees need and want. All too often the result is either the failure to establish a child care service where it is really needed---or the establishment of a service that does not adequately meet employee needs and preferences, which then leads to underutilization and smaller payoffs to business.

How can we circumvent this problem? One of the best preventives is using a data-based decision strategy in planning child care services. Through the process known as "needs assessment" appropriate data is collected and analyzed to provide a sound basis for deciding whether to establish a child care service, and what sort of service(s) to establish.

There are two major methods for obtaining information from employees about their child care needs and preferences and about how their child care problems affect their work: the written survey and the small group interview. One or both methods may be used in a needs assessment. In deciding which methods to employ, we must weigh their advantages against their limitations.

Although quite frequently used as a child care needs assessment tool, the written survey has several limitations that are important to recognize. As a self-report measure, it may raise employees' expectations. And as a written instrument, it offers only one-way communication. Thus it is particularly vulnerable to problems of length, wording, directions, and format. A poorly constructed survey may prove worthless, and a poorly administered survey, even if well written, is likely to provide very inadequate data.

Given these limitations, it is apparent that there are a number of situations in which a survey is not the method of choice. Three which spring to mind are:

1) The very small company in which quantification of data is not a high priority. With few people involved, it is perhaps easier and more appropriate to discuss issues and possible solutions in a small group.

2) The company that is very fearful of raising employee expectations and is unconvinced that there really is a problem. As a first step. the company may only agree to using unobtrusive measures, such as existing company records (although these are seldom complete or up-to-date enough to be very informative) and exit interviews (which can be structured to include questions about child care problems). However, it is important to realize that these methods tend to underestimate the intensity of child care problems and thus provide only a hint of the true situation.

3) The company in which a large number of workers cannot read. Small group interviews might be more useful, but the employees' fear or reluctance to discuss problems in a group may present another problem.

In many other situations, however, a well constructed, well administered survey can provide a broad expanse of very useful data that is easily quantified to aid in decision making.

Probably the greatest value of the written survey is its ability to collect a lot of information from a lot of people in a short period of time, and probably much of this information would not be available in company records or with small group interviews.

A survey can collect demographic information from respondents that includes both information about the worker's job (e.g. job title, shift, department) and about the worker personally in an anonymous way (e.g. number and ages of children, mode of transportation to work, home zip code, marital status, income level). This information can be of value in several ways. For example, it can:

1) characterize employees who might use child care services, E.g., if a large proportion of those with child care needs work in a certain department or on a particular shift that is hard to staff, the company can more easily justify establishing a service.

2) help select appropriate program options. E.g., if many people who have children use public transportation to get to work, they will be unlikely to want to use an onsite center.

3) help plan program specifics. E.g., if the company prefers to support existing centers or homes, the home zip codes of employees with young children would help identify the most appropriate locations for care.

The written survey can also provide a complex, quantified picture of current and preferred child care arrangements to help in identifying the most promising program options. And a survey can quantify the ways in which child care problems affect work (e.g., number of work days lost annually due to child care problems), which can be a very persuasive bit of information for company decision makers.

A second important virtue of the written survey as opposed to the small group process is its ability to provide anonymity for the respondents. For many reasons employees tend not be candid about their child care problems unless assured that their information remains anonymous. The small group technique relies on assuring employees that reprisals will not occur, which may be difficult to insure.

The effectiveness of the written survey may be maximized by several techniques, which are presented in the National Employer Supported Child Care Project's upcoming manual, Child Care: the New Business Tool. One of the most effective ways to improve the effectiveness is to provide good advance publicity. This serves several purposes. It alerts employees to expect the survey and communicates the value of honest and complete responses. It also offers an opportunity to make sure that employees understand what the company is doing (and not doing) about child care. And finally, it presents the vocabulary and issues of employer supported child care prior to the survey to educate respondents so that their answers are more likely to accurately reflect their problems and feelings. These ideas and vocabulary may be presented via small group meetings (e.g. supervisor meetings, department meetings, and so forth), company newsletter articles, fliers, posters, and brown bag lunches.

In summary, the written survey suffers several limitations but can also be a very useful data collection technique. Like the small group interview, it may raise employee expectations, and the data it provides may be biased toward socially desirable answers. However, if well constructed and well administered, it is particularly valuable in situations calling for the quantification of such information as current and preferred child care arrangements, effects of child care problems on the work place, and demographic descriptions of the

employees. Its usefulness may be further increased in several ways, including advance publicity to motivate, educate and reassure employees about employer supported child care and the needs assessment process.

## Conducting an Employee Needs Assessment

by Connie Bell, Associate Director,
Greater Minneapolis Day Care Association

A. Worksite Child Care Task Force

1. Designate A Task Force. The task force should include both top management and employees, with the possible addition of a consultant knowledgeable in the field of employer-sponsored child care programs. A research and planning phase should be developed which includes goals, objectives, and a time line.

2. Contact Other Companies/Industries with Similar Operations. What is their experience on the topic? Have any started employer-sponsored programs? How do they view the results? (Using EAP as an example: How many families have been helped through EAP?)

3. Assess Existing Local Programs. Visit day care centers/homes to gain an understanding of quality child care. Do area homes/centers have waiting lists? Licensed? Ample organizing? What possibility exists for a relationship between the company and existing centers? Purchasing a fixed number of slots? Reimbursement of employees' expenses in child care centers of their choosing? Do the locations of centers/homes meet the parents' needs in terms of proximity to home or work?

4. Consider A Variety of Options. Consultant provides education regarding details of possible options.

   * Information and referral assistance for parents
   * Worksite Parent Seminars
   * Child care as a flex benefit
   * Purchase of slots in existing child care programs
   * Family day care network system
   * Employer sponsored child care program on-site

5. Research Requirements As Well As Resources. Become informed of state licensing requirements for facilities, staffing, insurance liability coverage, look for short-term and long-term funding resources for start-up and operational support. Involve tax consultant and legal counsel as part of ad hoc task force.

6. Examine Advantages and Disadvantages. Review tax incentives, potential effect of available child care programs on recruitment, retention, productivity, morale, corporate community image, training costs, absenteeism, and overall mutual benefit to the employer, employee, community.

B. Employee Survey (optional)

1. Assist Management In Developing An Understanding of Survey Strategies Designed to Assure Reliable Results.

   * Employees may be reticent to admit any personal/or family problems to management.

   * Survey language should be understandable to diverse reading levels.

   * Pre-existing employee attitudes towards management must be considered.

2. Advertise Survey Through Department Representative To Department Employees.

3. Distribute Cover Letter Introducing External Consultants.

4. Distribute Survey To A Representative Sample of Employees.

5. Follow Up On Survey With A Postcard 1 Week After Distribution (sent to same population as original). This is an important step in getting a 75-85% return rate.

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Date Mailed_____

Last week a survey seeking your opinion about employer supported child care was sent to you. Your name was drawn in a random sample of individuals who work at ABC Company.

If you have already completed and returned it to us, please accept our sincere thanks. If not, please do so today. Because it has been sent to only a small, but representative, sample of employees, it is extremely important that you also be included in the study if the results are to accurately represent the opinions of ABC Employees.

If by some chance you did not receive the survey, or it got misplaced, please call me right now, and I will get another one to you today.

Sincerely,

Connie Bell, Consultant
Parents in the Workplace
823-7243

The note can be printed on postcard stock. It is important that these seven components are included:

1. Date mailed
2. Tie to first letter
3. Thanks to early responders
4. Why recipient is important
5. Invitation to get replacement survey
6. Pressed blue ballpoint signature
7. Title

6. Send A Follow-Up Letter Three (3) Weeks After Distribution of Survey.

There are nine essential components to this letter:

1. Date mailed
2. Tie to previous communication
3. Recognize importance of recipient
4. Usefulness of study
5. Why recipient is important
6. Appreciation
7. Pressed blue ballpoint signature
8. Title
9. Feedback based on questions asked by respondents

(Dillman, "Mail & Telephone Surveys: The Total Decision Method," 1978, pg.184.)

C. Analysis of Data Collected

1. Survey Results Analyzed by Consultant with interpretation reported to task force for their action

2. Project Both Current And Future Needs of Employees, Along With Estimated Costs Of The Option(s) Being Considered. Review current and future needs of corporation, along with stated corporate goals and objectives.

3. Select Option. Technical assistance required for design, development, and implementation of option selected is available through Parents in the Workplace.

(c) Parents in the Workplace, 1982.

## Using Cost/Benefit Analysis with Employer Supported Child Care

by Sandra Burud, Principal Investigator,
National Employer Supported Child Care Project

### Potential Benefits

Child care can impact on the following areas:

Turnover

- of both parents and non-parents
- of Present Parent Users and Potential Future Users
- Voluntary and Involuntary Turnover

Recruitment

- Attract workers from the largest potential labor pool - parents
- Improve the quality of the applicant pool
- Attract workers presently out of the work force
- Attract workers too difficult to fill positions, time schedules, or workforce locations
- Productivity
- Morale
- Tardiness
- Scheduling Flexibility
- Promotions and Equal Employment Opportunity
- Labor/Management Relations
- Public Image/Marketing
- Taxes

### Purpose 3

The purposes of comparing potential costs and benefits of a child care service fall into three categories:

1. To evaluate if such a service can pay for itself
2. To determine the net cost of the program after potential economic returns are evaluated.
3. To select the most cost-effective type of program.

### METHODS

The method used to compare costs and benefits of child care depend on the purpose intended. Possible methods to use are:

1. Cost-Benefit analysis
2. Cost-Effectiveness Analysis
3. Cost-Benefit Description or Comparison

MEASURABILITY OF BENEFITS

Although caution is warranted when attempting to pinpoint benefits of child care, several methods can be used to obtain indications of the effects of child care.

1. Comparison of the behaviors of employees who use the service with those who do not.

2. Comparison of the behavior of parent users in the program to their behavior prior to the program's establishment.

3. Self report on corporate benefits by administrative personnel of companies which have child care services.

CORPORATE BENEFIT RESEARCH

The National Employer Supported Child Care Project conducted a study of 415 companies with child care services in 1982, in an effort to document the state of the art in employer supported child care, and to substantiate claims about the corporate benefits of child care. That study gathered four different kinds of information regarding benefits, which will be incorporated in the 'how-to' manual for employers being prepared by the project, CHILD CARE: THE NEW BUSINESS TOOL.

1. Percentages of companies with child care reporting effects of child care in any of the potential benefit categories.
2. Information on the extent of the effect in each area and the value of the effect, where data was available.
3. Ranking of child care compared to other company benefits and methods aimed at achieving these effects, such as reduced turnover.

The results of the national study will allow companies to use the data from other companies, make their own projections about the potential for effect at their company, and have a resulting individual cost-benefit comparison that will be more beneficial and accurate than a single cost-benefit formula to apply to all companies alike.

Developing Corporate Contributions
by Bruce H. Esterline, Executive Director
Corporate Child Development Fund for Texas

There are four characteristics about private sector funding that I have observed through my work at the Corporate Child Development Fund for Texas.

1) Although corporate giving has been around for many years it is really coming into its own now.

2) There is significant potential for increased corporate support for community activities.

3) There are certain policies and procedures common to most corporate funding programs.

4) With increased attention within the corporate community and in society about the role of corporate giving, there is a parallel increase in the professionalism and sophistication of corporate givings programs.

Corporate contributions have risen 200% in the last ten years to an estimated total of $3 billion in 1981. Non-cash assistance is valued at several billion more annually.

There are almost two million corporations in this country and approximately 400,000 make cash contributions of some kind. Currently, corporate giving averages 1% of pre-tax income, but as of this year corporations can give up to 10% of their net income for philanthropic purposes. If all corporations donated 5% of their income that would create another $10-12 billion or about one-third of the federal cutbacks in 1982.

One hears much about "corporate social responsibility" these days. It is my view that, however it is defined, there is considerable consensus within the corporate community that corporations have a responsibility to society beyond their economic function. The question today is not so much <u>if</u> they should carry out other socially beneficial activities but rather to <u>what degree</u>.

Several things are clear right now as corporations attempt to meet these social challenges. <u>First</u>, is that increasingly companies have formally instituted contributions programs of one type or another. They range from the very informal, where the CEO has virtual independent discretion over decisions, to the very formal with all the customary red tape and bureaucratic hurdles that you associate with applying for a federal grant. Many large corporations have separate foundations to carry out their givings program.

Corporations that don't have a foundation will likely have a charitable contributions program administered directly within the corporate structure. Some companies have both. Increasingly these contributions functions are being separated from their historical position within the public relations department and given their own unique, identifiable place in the organization. This reflects the fact that they are being given greater visibility and responsibility in the working of the corporation.

Another indicator of their growing importance is the fact that they are staffed by high level officers in the corporation. They are typically senior management positions and many are vice-presidential positions. More and more the individuals have community affairs experience either within or from without the corporation.

As corporations develop more professional and sophisticated procedures for allocating their charitable dollars, it means that applicants for corporate funds must be able to demonstrate their professionalism in turn.

Programs and projects that stand the best chance of receiving assistance are those that are well conceived, address a legitimate community problem, operate in a professional, businesslike manner, are accountable for producing measurable results, and can evidence actual or potential for broad base of funding. These are the kinds of questions that I am always asked:

1) Can you document the need for your program?

2. How will your program alleviate the problems you have identified?

3. How will this benefit <u>this corporation</u>?

4) Why should this corporation participate?

5) Who is on your board of directors?

6) What other corporations support you?

In conclusion, I suggest the following steps and strategies for improving your chances of obtaining corporate support:

1) Through long-range planning decide where your agency is now, where you want it to be in five years and what you will need in the way of additional resources.

2) Cut costs and expenses to the bone. If you are not seen as part of the solution in getting the cost of social services under control, then you will be seen as part of the problem.

3) Make sure you are managing your program so that you get the maximum value from your existing resources. View yourself like a business person going to the local bank for a loan. You need to look like a good business investment.

4) Then, market your services by identifying corporations and businesses that might be interested in your program because they can benefit in some way. Look at all the various ways a corporation can assist you .. product donations, physical resources like buildings, vans, etc., personnel, and, finally, don't overlook services you can sell.

5) Identify and contact the appropriate person in the corporate structure and make your presentation.

6) Build on your successes and keep your supporters informed and involved.

## Interpreting Legal and Tax Provisions

by Kathleen A. Murray
Attorney, Child Care Law Center

Careful tax and legal planning can help to assure the success of an employer supported child care program. Professional advice can clarify decision making and anticipate and prevent future legal problems. Business planning assistance is available from attorneys, accountants, benefit planning companies and others. Since child care is a relatively new field, potential clients should be prepared to spend sometime educating the advisor about the specifics of child care programs.

What are some of the key points at which legal and tax advice might be helpful? Certainly, most companies will be interested in the tax consequences of an employer supported child care program, particularly business deductions. In general, for federal tax purposes, child care expenditures are deductible businesses when they are designed to benefit the company business by reducing absenteeism and turnover. (Rev. Rul. 73-348 1973-2 C.B. 31). Some states have adopted legislation which clarifies the deductability of child care expenses for state tax purposes as well. (California Revenue and Taxation Code Section 17202(a)(1).

Basically, there are two types of expenditures which may be deducted by the employer -- business expenses and capital costs.

Business expenses are costs of goods or services which are used currently. For example, a resource and referral service or salaries for child care center personnel are current business expenses. These current expenditures are fully deductible in the year they are incurred.

Capital costs involve expenditures for long-lived items such as buildings, renovations, desks and cribs. The deductions for these long-lived items have traditionally been spread over the life of the property and only a portion of the cost has been deductible each year. Under the Economic Recovery Tax Act of 1981, the property is subject to the Accelerated Cost Recovery System (ACRS) for federal tax purposes. Under ACRS, the annual deduction is based upon statutory recovery periods and annual percentages rather than the actual period of time the property is expected to be used. States differ in their treatment of capital costs for state tax purposes: some have conformed to ACRS; others use the traditional life-of-the-property system.

Competent tax advice will be helpful to maximizing the benefits available to a particular company and to insure that applicable federal, state and local statutes are met.

It should be noted that business deductions are of interest only to tax-paying for-profit employers, non-profit organizations, such as many hospitals and educational institutions, do not pay taxes and consequently are not in a position to take advantage of the business deductions.

Employers will also be interested in Dependent Care Assistance Programs (DCAP), IRS Section 129) which offer potential tax savings to both the employer and the employee. DCAPs provide the legal mechanism through which employers can provide child care as a tax free benefit to employees. DCAPS can be used to provide a wide variety of child care benefits, including direct services and child care subsidies. The employer must prepare a written Dependent Care Assistance Plan and meet numerous other criteria established by the statute, including notice to all eligible employees, no discrimination in favor of highly compensated employees, and provision of a year-end statement of benefits received through the program. If the cost of employer provided child care does not qualify as a Dependent Care Assistance Program, the fair market value of the employer provided child care most likely is taxable income to the employee.

The tax savings to the employer result from the fact that benefits provided through a dependent care assistance program are not subject to withholding, social security or federal unemployment tax.

Dependent care assistance programs have been available only since January 1982. There are many unsettled questions compounded by the fact the Internal Revenue Service has not yet issued regulations to implement and clarify the statute. Consequently, a company implementing a child care benefit would be well advised to seek professional advice to insure compliance with the DCAP provisions and applicable state tax provisions. To our knowledge only California has conformed its state tax law to the federal DCAP provisions. (California Revenue and Taxation Code Section 17136.5)

Another major area of employer interest is liability, particularly when a company plans to operate a child care center. A variety of risk management techniques should be considered, including liability and other insurance, maintaining a good safety program and insuring compliance with state and local laws and regulations. Some companies may wish to consider establishing a child care center as a separate corporation which may help shield the parent company from liability.

## Using Cost/Benefit Analysis with Employer Supported Child Care

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National Employer Supported Child Care Project

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## Marketing Child Care to Employers

by Francene Sussner Rodgers, Partner
Rodgers and Rodgers

One lesson that is clear to me after several years of marketing child care to employers is that it is virtually impossible to generalize about what will work. Employers, like people, are all different. Something that motivates one company will leave another company cold. For example one employer may be very impressed with the dramatic turnover reduction figures at Intermedics while another will see turnover among lower wage employees as a perfectly acceptable cost of doing business. It is also difficult to generalize about the best point of entry into a company. In one company, the Director of Human Resources may be an effective or important member of top management while, in another, the Personnel function may be denigrated and devalued by top management.

Because of these variations, what is really important to successful marketing is the ability to analyze quickly what will motivate a particular company to become involved and to assess who the key players are in making that involvement a reality. This will probably mean more questioning and listening from you than selling at first. In my experiences with employers, the first meeting is usually a dialogue about the employer(s) and its problems and self image. The purpose is twofold: 1) to help the client understand its own reasons for pursuing child care involvement and 2) to help one develop a strategy for next steps consistent with the needs of the particular environment. A successful meeting will result in the client understanding that child care involvement is a complex endeavor not to be entered into lightly but with potential benefits worth pursuing.

Having explained why one cannot generalize, I will now depart from my own premise and list some general guidelines for child care people to follow when marketing. This list is derived from the common mistakes that I have observed and that are sometimes also in the literature in the subject.

1) Understand and Be Comfortable With Competition: Employers expect people seeking their involvement to understand the environment in which they work and be comfortable with competition. Child care people, on the other hand, are accustomed to think cooperatively, not competitively. Often child care professionals are uncomfortable about "selling" services, especially if others are approaching the employer for similar marketing purposes. Being uncomfortable with competition often leads employers to think of child care people as unbusinesslike.

2) Respect the Client's Confidentiality. Employers taking a preliminary look at child care involvement typically do not want this fact shared throughout the community. If this is an issue for the client, you must commit yourself to confidentiality. If the public nature of your organization (i.e. Board) prevents this, be clear with the employer at the outset.

3) Be truthful about likely child care demand and the effect child care can have on personnel problems. Overstating child care problems of employees is as damaging as not pointing out the value of involvement. Employers can get scared off by the enormity of the problem. Educate employers about consumer choice in child care. Explain the variety of models, the availability of relatives and other factors that discount likely demand for a particular service. Describe child care involvement as one aspect of services for working parents.

4) Be cautious about recommending changes in benefit practices. Employers often get upset about exhortations from government and child care people to adopt "cafeteria" benefits. Moving to flexible benefits is an extraordinarily complicated process and it is seen as presumptuous and naive for non benefit people to suggest this as though it were simple.

5) Help an employer to analyze his own situation before suggesting a specific service or program. As stated earlier, an analysis of the employer's reasons for involvement should always proceed the marketing of a specific solution.

6) Consider collaborative and community approaches. Many employers will be more comfortable in entering upon child care involvement if they share the "risk" with others in the community. It may be up to you to convene appropriate groups in order to initiate consortium arrangements such as Chambers of Commerce, Private Industry Councils (PICs), Personnel Groups, etc.

7) Be enthusiastic about the value of child care services without sounding idealistic and unrealistic. Employers want to work with people/groups who are businesslike, confident and enthusiastic. Often there is a fine line between enthusiasm and idealism that must be walked.

## Community-wide Marketing of Employer Supported Child Care

by Nadine Mathis and Karen Woodford
Contemporary Ventures in Child Care, Inc.

In marketing the concept of employer sponsored child care (ESCC) it is important to examine the decision making process which firms have utilized in the establishment of ESCC services. Interesting though, our research and our experience have not clearly established one overriding factor or dominant rationale for the implementation of ESCC services by employers. Programs that have been implemented for employees have been initiated and developed in a way that are unique and appropriate to each respective company. As a consequence, what we are presenting is not a set plan for the marketing of ESCC, but rather some recommendations and strategies based on our own experiences and those of fellow colleagues in the field.

We have identified three sequential phases of marketing. Initially it is imperative that the services offered are clearly defined and of a comprehensive nature in order to meet the diverse needs of employers. The second phase consists of surveying the demand for ESCC. If the need is nonexistent or of a marginal nature, the goal must be to create a demand for these services. The third and final phase is the actual marketing of ESCC services.

### PHASE I: PREPARATION OF A COMPREHENSIVE, QUALITY SERVICE

A quality and comprehensive service is well founded in knowledge of child development, day care management, needs assessment, feasibility studies, regulatory issues, economic benefits and the various approaches to ESCC such as Vendor/Voucher, information and referral, on-site centers and consortiums. Regretably, consultants that are uninformed have already proved to be a detriment to some programs and these failures reflect on us all.

#### Goal

To establish a comprehensive, quality service.

#### Strategies:

Contact organizations such as Child Care Information Service for information regarding ESCC.

Review all available publications to become knowledgeable about options and benefits for employers.

Become familiar with various city building codes.

Identify and consult with various local early childhood specialists.

Determine the purpose or purposes of your firm.

Establish goals within an appropriate time frame.

PHASE II: CREATING THE DEMAND FOR EMPLOYER SPONSORED CHILD CARE.

Interest in ESCC services is fairly widespread. However, the demand for services is significantly less. What is construed as demand by some purveyors of ESCC is in fact just a firm's interest in the concept. Actual demand, as distinguised from interest, is the firms ability and willingness to buy the service.

The need for actual services can be evidenced by the results of two studies, one conducted in Phoenix, Arizona, and the other in San Deigo, California. The Arizona study was conducted by graduate students from Arizona State University in the fall of 1981. Of 68 firms surveyed in Phoenix:

- 68% had heard of companies offering ESCC
- More than 3/4 of the respondents had never considered offering ESCC
- Only 10% of the total number surveyed were considering ESCC

A similar study was conducted by Dorothy Hewes at San Diego State University in January of 1982. Of 22 respondents only one company had considered plans for a center. The firms were most responsive to the concept of information and referral and also expanding employee benefits such as flex-time, job sharing, sick child care and paternity leave. These two studies indicate that at least for certain areas of the west, the need is for marketing the concept of ESCC prior to actually attempting to sell services.

Goal:

To increase awareness of ESCC in the community and with employers and employees.

Strategies:

Provide information and expertise to various state agencies interested in promoting ESCC.

Appear on local television or radio shows to discuss the benefits of ESCC.

Become an associate member of a business association and attend meetings regularly.

Provide information to local newspapers for stories about ESCC.

Work with local universities and colleges to sponsor a seminar and/or workshop on ESCC.

Make presentations to local organizations including women's social and professional organizations.

Speak to single father groups about the advantages of ESCC.

Make presentations to union leadership and/or membership.

Prepare and submit articles for union and company newsletters.

Address key business groups in your local community.

Write articles for local business journals.

PHASE III: PROMOTION AND SELLING OF EMPLOYER SPONSORED CHILD CARE SERVICES

The sellig of ESCC services can be more readily achieved once the goal of Phase II has been realized. Hopefully, the name identification and respect earned in Phase II will establish your firm as a credible and viable entity in the field.

Goal:

To promote and sell ESCC services.

Strategies:

Join civic or business groups for exposure and contacts.

Before contacting a firm get to know the firm's power structure. Contact only those who make corporate decisions.

Offer free or inexpensive needs assessments. However, be aware that these can work against you as an indicator of need. It does not reflect the attraction it may have for new employees. Also, parents are reluctant to say they will use child care services until they see them in operation.

Be prepared to address certain issues such as:

- o inequity of providing child care as a benefit
- o corporate liability and insurance costs
- o multi-sited companies
- o tax-breaks - be careful in addressing this issue with corporations, too many people think day care provides a tax haven for business
- o Regulatory issues such as city codes and day care licensing

Know the values and goals at the corporation you are dealing with. Expenditures are allocated in light of these goals.

Be careful of well-intentioned individuals who personally support the idea of ESCC but cannot professionally support the idea within the corporation.

Make your contacts in person. Do not sell on the telephone.

In your initial appointment be sure to ask questions that will provide qualitative information and <u>listen</u>.

Devise a plan based upon what you have learned of the companies needs and values

Try for closure, recognizing that this can be a time consuming process.

<u>IN SUMMATION</u>

The field of ESCC is in its infancy and requires a great deal of time and nurturing on the part of the consultants. The success of employer sponsored child care will depend upon knowledge, resourceful and perserving individuals committed to the development of the total concept of ESCC.

## Research on Employer Interest and Involvement in Child Care

by Kathryn Senn Perry,
Consultant and Researcher

### The Number and Characteristics of Employer Programs

Several recent surveys have been conducted to identify employer programs in the U.S. that assist employees in meeting child care needs. Perry (1978, 1980) identified employer-supported child care centers and gathered information on program characteristics. In 1982, Magid and Burud (National Employer Supported Child Care Project) separately conducted nationwide surveys on employer initiatives for working parents. Burud is preparing a June, 1983 publication which will compare services, support arrangements, program establishment process, user demographics, program staff qualifications, and company characteristics.

### Employer Attitudes Toward Involvement in Child Care

Several surveys have been conducted to assess the attitudes of employers toward benefits, programs, and policies that help employee-parents with child care responsibilities. Catalyst (1981) and General Mills (Louis Harris and Assoc., 1981) conducted national studies, Copeland surveyed Minnesota businesses and Fishel, et al (1982) surveyed businesses in the Appalachian region. Fishel (1982) compared the results of eight different business surveys.

### Benefits to Sponsoring Employers

Perceived benefits to the employer as a result of a child care program have been reported by survey respondents (Perry, 1978) and are expected from the Magid and Burud data. Little data is available that measures changes within a company as a result of child care programming. Milkovich and Gomez (1976) compared absenteeism and productivity between employee-parents that used the Northside Child Development Center and those that did not use the center services. Alice Duncan (Perry, 1982, p. 5) reported the money saved by Intermedics, Inc., through reduced absenteeism and job turnover during two years following the opening of a company child care center. Case studies, such as those described by Baden and Friedman (1981) include information on changes associated with programming at individual companies.

### Needs Assessment and Cost Benefit Analysis

A few researchers have gathered useful recommendations on needs assessment and cost benefit analysis as a result of working with employers or through interviews. Friedman (Dissertation, 1982) provides an excellent example of these processes in her work with a bank. Burud will be publishing recommendations from a national study in Child Care: The Business Tool. Other helpful information has been provided by Perry (1982) Morgan (Baden and Friedman, 1981) and McCroskey (1982).

## Strategies for Future Research

The present challenge in designing research on employer-supported child care services is to move from the more global picture to the specifics. Barriers to involvement could be identified within industry groups, and strategies to increase employer involvement could be evaluated. Model needs assessment and cost benefit techniques could be designed and evaluated. Evaluations of programs in operation and the effects on employer and employees could be measured for a given employment situation. Most important is that researchers have a thorough knowledge of past research efforts and add to the body of work rather than duplicate efforts or produce poorly conceived and designed projects. A clearinghouse for research and information on employer-supported child care services would be a great help to individuals in their research efforts.

## Running a Successful Conference To Educate Employers about Child Care

by Dana E. Friedman, Consultant
Family and Work Policies

Having attended more than 60 conferences on employer supported child care and run three national conferences on the topic, I have found that the success of a conference depends upon a number of ingredients, least of which may be the conference itself. While the agenda, format and attendees matter greatly, the planning and follow-up are what determine success in terms of the long lasting effects of the knowledge organized and imparted during a day-long meeting.

This overview will present a number of issues one should consider in organizing a conference on employer supported child care.

### A. Purpose of the Conference

- The conference can try to educate employers about gaps in the child care market and ways to replace lost government subsidies, or it can focus on the child care needs of employees.

- The conference may instead bring together a variety of community institutions to work together solving child care problems for all parents.

- The conference may also focus on assisting providers in the packaging and marketing of their services.

All of these purposes are legitimate -- and there may be others. What is significant is that the explicit purpose of the conference -- the outcomes you hope to achieve -- will determine who is involved in your planning committee, the people you invite to speak and to participate, and the structure and content of the event.

### B. Planning the Conference

- Most groups begin by forming a task force. This is useful as a way to involve those whose networks you hope to tap for conference participation. Visible and respected members of the business community involved in planning will help attract the hoped for calibre and level of business manager.

  Task forces are also useful in that they enable representatives to work together and establish linkages where before there were none. These new networks often last beyond the conference date and may help sustain the momentum created by the conference.

- o You may want to consider joint sponsorship of the conference with a group that has particular clout within the organizations you hope to attract to the conference or that offers an air of legitimacy to the issue. This might include the Chamber of Commerce or the Mayor's office. A less formal commitment that yields similar results is an endorsement. In either case, the names of the collaborating groups should be visible on promotional material.

- o A consultant(s) might be hired to assist in the coordination and continued monitoring of planning activities, particularly when all other planners are engaged in full-time work elsewhere.

- o You may want to consider conducting research on employer receptivity and attitudes to these issues which could be released at the conference. This helps generate interest and media coverage as well.

C. Size of the Conference

- o The conference may be large (100+) or relatively small (under 25). The size may be planned -- or it may come as a surprise on the day of the conference. It is wise to avoid the latter.

- o A large conference generally means that issues and options will be presented and that technical aspects of implementation will have to be addressed in another context. This occurs because the larger the group, the more varied is the existing level of knowledge on the issue, and generalizations are necessary.

- o Once the general issues have been outlined, you may want to consider a smaller seminar for companies in similar industries. These companies, facing similar personnel problems and anxious to remain competitive with each other, can address the various options at a more technical level and engage in sophisticated discussion of implementation.

D. Promotion of the Conference

Who to invite

- o Depending on the purpose of the conference, one must consider the kinds of employers to invite and whether other groups should be included as well.

- o Employer lists can be obtained from the Chamber of Commerce and from trade associations (banking associations, high tech councils, etc.) or from professional organizations (personnel administrators, public affairs councils, etc.). While the chief executive officer (CEO) may be desired, they never attend these conferences, so that V.P.s or mid-

level managers are useful to solicit. Consider managers in human resources (employee relations, recruitment, affirmative action, benefits and compensation) or in corporate contributions, organizational behavior, strategic planning or government and community relations.

o You may also focus on those companies most likely to respond to child care concerns, typically those in high technology fields and the service sector (banking and insurance, and hospitals). Also look to large contributors to United Way and public radio and active members of the Chamber of Commerce.

o Many planners are concerned about mixing employers with unions or with child care providers. Most have found that it is not wise to mix the various groups. Separate educational activities should occur for these groups. Inviting child care groups is sometimes workable if carefully structured in a large conference addressing basic issues.

Attendance

o Flyers should be simple, conservative and reviewed by business people before mailing. Rely on business schools for advice or even design of the promotional material. Make sure to highlight the sponsors, planners and featured speakers. Emphasize the needs of employers in recruiting and retaining a productive workforce rather than the needs of families and children in procuring quality child care arrangements. Send them in plenty of time.

o Fees will vary, but generally, run between $25 and $350. Business is used to paying as much as $1000 for a day's training session. On the other hand, child care is not the most pressing issue and a free conference may increase the number of participants. The professionalism and reputation of your agency or the group you decide to work with may warrant higher fees.

o You can expect approximately half your participants to be registered 10 - 14 days before the conference. Many planners have activated phone campaigns a week before the conference to encourage more people to attend. The phone calls generally work and may be best to do soon after the brochures are sent.

E. Format of the Conference

o Four issues typically covered at these conferences include:

1) the issues - family demographics, child care services overview, changing nature of industry, labor force characteristics;

2) the rationale for corporate involvement - relationship of child care to productivity, recruitment, reduction of absenteeism and turnover, improving morale and public image;

3) the options - on-site centers, vouchers, salary reduction plans, flexible benefit plans, Dependent Care Assistance Plans, information and referral, employee assistance programs, parent education seminars, maternity leave, sick child care, before and after school care and alternative work schedules; and

4) some implementation strategies - internal planning, feasibility studies, needs assessments, evaluation, legal and tax issues, costs, etc.

o To the extent possible, it is best to have local employers speak who have had experience with the various options. This is often impossible, so the next best option is to ask a recognized employer from elsewhere in the country. Benefit consulting firms, Chambers of Commerce, business schools and trade or professional associations may also have good speakers. Visibility should also be given to leaders in the child care field who offer unique opportunities to the business community.

o The day may be structured with morning panels and workshops, a speaker at a luncheon and afternoon workshops and a closing plenary session. A less than full day workshop (10 am - 2 pm or 12 pm - 3 pm) may involve more panels and question and answer sessions. Rarely do the employers participate for more than one day in local conferences.

o Materials for the packets should be brief and include: the agenda, names and addresses of speakers, other useful resource people in the community, simple fact sheets explaining the demographics and child care scene, as well as an overview of tax implications. A bibliography and newspaper clippings are also useful. Consider that conferees will probably use the conference as a starting point. Direct them to more information and offer them the facts that help them convince others in the company of the importance of the issues.

F. Follow-Up

o Consider small group meetings.

o Use an evaluation form that asks them if they would be interested in a personal visit from your staff to discuss the issues further.

o Prepare a report that presents the issues succinctly and disseminate it widely. It should be relatively short. Remember that people may use the document who did not attend the conference. Therefore, rarely do conference proceedings conform exactly to the order and content of conference sessions. Make sure to send a copy to the media, who should be involved in the conference from the outset.

# The Role of State Government in Promoting Employer-Sponsored Day Care

by Florence Glasser, Policy Advisor
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## Introduction

Delegates to the 1982 NAEYC Annual Conference meet in an era of scarce and dwindling public funds to invest in meeting the needs of our youngest citizens. Yet they surely recognize that this is no time to turn our back on our commitment to children. With the largest female labor force participation rate in the country, the State of North Carolina has searched for new creative ways to help children and their working parents. These new alternatives depend on the involvement of the private as well as the public sector.

## The Many and Varied Roles of State Government in Promoting Employer-Sponsored Day Care

1. Citizens, public and private institutions rely on government to collect, aggregate and distribute up-to-date facts and figures documenting the needs of children and families. Government planners and policy makers have an obligation to analyze, summarize, report and distribute this information to the corporate community in a relevant way in magazines and publications that businessmen routinely read. This information should also be shared with private foundations, private non-profit organizations, corporate-giving decision-makers, and company personnel managers.

2. State government and the private sector should explore ways to strengthen their partnership in providing available, affordable day care to working parents. Government and the business community need new delivery systems that can plan, fund and administer partnership programs. State government has a role in developing these systems.

3. State government has an important regulatory role in day care. Representatives of employer-sponsored day care should serve on boards and commissions that develop regulatory policy for the private sector. Also, business representatives should be invited to participate in setting policy for subsidized day care programs.

4. The state has an important responsibility in promoting employer-sponsored day care. In North Carolina, the Governor has played

a key role in encouraging the Chambers of Commerce to get involved. Forming a Governor's Business Roundtable on Children and Youth, Governor Hunt sponsored a state-level conference that identified, documented and praised exciting employer-sponsored programs already at work in communities across the state. The North Carolina Chamber of Commerce co-sponsored the conference. The Governor's Business Roundtable also planned and implemented follow-up conferences sponsored by 15 local chambers.

Another government strategy that promoted interest in employer-sponsored day care is the North Carolina publication, "Helping Working Parents: Child Care Options for Business", a state government publication widely circulated throughout the country. The State of Utah has recently released a manual entitled, "Business and Child Care" that is also intended to assist employers in learning about the advantages of sponsoring child care for working parents.

Finally, state government can explore new policy initiatives for encouraging employer-sponsored day care. These include, but are not limited to: tax incentives for employers, tax breaks for employees, technical assistance to employers and communities, public funding for start-up of employer-sponsored day care, public funding of resource and referral systems, and refundability of work-related day care expenses to low-income parents who do not make enough money to pay taxes.

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Corporations and Two-Career Families: Directions for the Future

A report based on the findings from two national surveys of Fortune 1300 companies which describes their views of the problems faced by two career families and possible solutions. Available from Career and Family Center, Catalyst, 14 E. 60th St., New York, NY 10022.

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General Mills American Family Report focuses on family issues at the workplace. The report is based on research conducted by Louis Harris on parents, children and managers as well as "feminists" and "fundamentalists" and their views of the changing family. Available from General Mills, 9200 Wayzata Blvd., Minneapolis, MN 55440.

The Child Care Handbook

This book offer profiles of 12 employer/union child care initiatives from around the country. Available from the Children's Defense Fund, 1520 New Hampshire Avenue, N.W. Washington, D.C. 20036

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A report prepared for the Appalachian Regional Commission on the prevalence of employer support of child care and the strategies that might encourage further involvement. Available from the Appalachian Regional Commission, 1666 Connecticut Avenue, N.W., Washington, D.C. Principal researcher was Leo Fishel of University Research Corporation, 5530 Wisconsin Avenue, Chevy Chase, MD 20815

National Employer Supported Child Care Project

Reports from this national research project will be available in early 1983. Child Care: The New Business Tool and Employer Supported Child Care Program List are forthcoming. Write to the project at P.O. Box 40652, Pasadena, CA 91104-7652.

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This is a shorter, more practical version of Dr. Perry's dissertation. It includes a listing of on-site cneters which may be somewhat out of date in 1982 although the analyses are still useful. Available from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. or from Women's Bureau, Department of Labor.

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"Day Care and Selected Employee Work Behaviors," Academy of Management Journal, March, 1976

by Milkovich, George and Gomez, Luis. This is a brief overview of the findings from a study of worker turnover and absenteeism among employees using the Northside Child Development Center, sponsored by Control Data and other Minneapolis companies. These findings are also presented in the annual reports of the Northside Center.

TAX AND BENEFIT ISSUES

America in Transition: Implications for Employee Benefits

This is a rather sophisticated presentation of benefits issues facing human resource managers. It is useful for understanding the competition that day care faces in the revamping of benefit packages. Available from the Employee Benefits Research Institute (who sponsored the seminar where these papers were presetned), 1920 N Street, N.W., Washington, D.C. 20036.

Summary of Federal and California Tax Provisions Relating to Child Care for and After 1982

This was prepared by the Bay Area Child Care Law Project, Barbara Creed, Deene Goodlaw Solomon and the law firm of Pillsbury, Madison and Sutro. It is an excellent, readable document on the subject. Available from the Bay Area Child Care Law Project, 9 First Street, Suite 219, San Francisco, CA 94105

Tax Incentives for Employer-Sponsored Day Care Programs

Comprehensive guide to the laws as they relate to a number of child care program options. Is available to local groups with their names on the front and very useful for conferences. Available from Commerce Clearinghouse, 4025 W. Peterson Avenue, Chicago, IL 60646

LOCAL GUIDEBOOKS AND MODELS

Child Care Options for High Technology Companies: A Decision-Making Guide

By Rodgers and Rudman for the Massachusetts High Technology Council. It is an excellent document outlining the considerations a company needs to make in order to implement a child care initiative. Available from the Mass. High Tech Council, 60 State St., Boston, MA 02109

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SERVING LOW INCOME FAMILIES THORUGH PUBLIC-PRIVATE PARTNERSHIP

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# CONFERENCE SPEAKERS
# FOR
# SHAPING THE EMPLOYER ROLE IN CHILD CARE

PRECONFERENCE WORKSHOP AT
1982 NAEYC ANNUAL CONVENTION

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